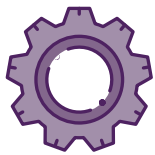


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*Developing Extraordinary Leaders*

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**Business Development Guidance**



# Focusing on your strengths

## I Understanding your strengths

Zenger Folkman has found that through their research, great leaders are not defined by the absence of weaknesses but rather through the presence of strengths. It does not mean you have to be good at everything but three to five strengths can set you apart from the crowd. The more strengths a person has, the more likely they are to be perceived as a great leader. This means that it is better to spend time focusing on the competencies that you are already strong at.

On the journey to becoming an extraordinary leader you need to decide on which strengths to invest time and energy developing.

### Start thinking about:

- Which competencies have the potential to become profound strengths and capabilities?
- Which competencies are in greatest demand for XXX?
- Which ones do I have the greatest interest in?

## I Three fundamental elements

Peak performance or extraordinary achievement happens when there is alignment between capability, passion and organisational needs. This is called the **'sweet spot'**.

### Capability

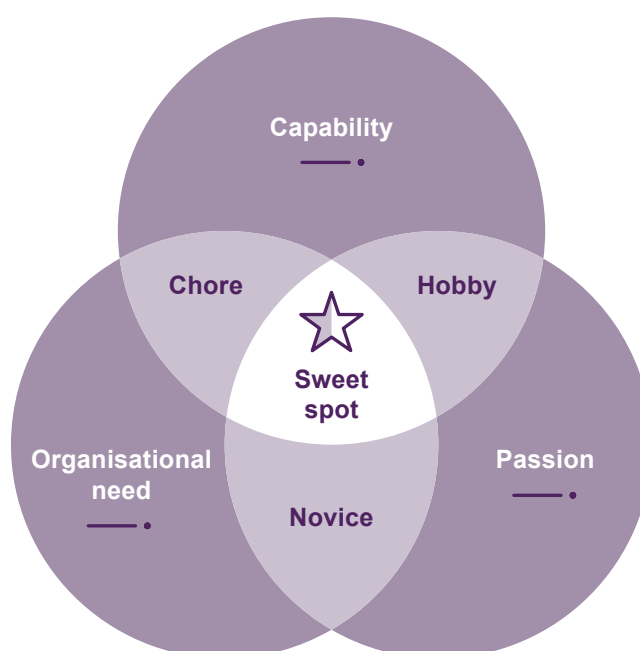
What are you good at and capable of doing today, and what do you want to be good at and capable of doing in the future? This then informs development priorities.

### Passion

What is it that you really enjoy doing? What gets you 'out of bed' in the morning?

### Organisational need

What does XXX need its people to do?  
What skills and capabilities are most in demand?



### Chore

It's a chore when there is an **organisational need** for your work and you have the **capability** to do it, but it is not something about which you are passionate.

### Hobby

It's a hobby when you have the **talent** and the **passion** for your work but there is no organisational need.

### Novice

You are a novice when you have the **passion** for your work and there is an **organisational need** but you do not have the capability.

We recognise that being in your 'sweet spot' may not be possible 100% of the time, but our aim is to support people to play in this space most of the time. This is important in creating the right conditions for people to grow, develop and progress.

# How to elevate your own leadership effectiveness?

The following attributes and behaviours are important in developing as an Extraordinary Leader. The relationship between these means improvement in one often has a positive impact on others.



## Decide to become a great leader

Requires real dedication and a willingness to act with intensity and focus.



## Fix fatal flaws

If you possess one or more fatal flaws then find a way to address them.



## Develop and display high personal character

Leaders must be able to make difficult decisions against the backdrop of humility.



## Increase the scope of your role

This can be through a broader engagement role or involvement in internal projects.



## Develop new skills

Constantly develop yourself and move beyond your comfort zone.



## Connect with good role models

Learning from others can provide valuable learning opportunities and create a network that can be accessed for ongoing advice and guidance.



## Find a mentor

A person that will provide you with objective constructive feedback on agreed actions.



## Learn from your mistakes and negative experiences

Learning from mistakes is a very productive tool for self-development.



## Identify your strengths

Get better at what you are already good at.



## Seek ways to give and receive productive feedback

Keep asking for feedback – it is key to continuous improvement and development.



## Stop focusing on weaknesses

Nobody can do everything. Find a role that plays to your strengths.



## Learn from experiences

An important part of self-development is finding the mechanism to learn from every experience.



### Understand the reality of the organisation

Understanding where we are today as a firm, from a market, competitor and client perspective.



### Learn to think strategically

Understand why organisations need to have strategic priorities and become comfortable with informing or making strategic decisions.



### Communicate with stories

Learn to recount important messages with powerful stories.



### Infuse energy into every situation

Bring excitement, energy and enthusiasm into any endeavour.



### Allocate time to people development

An important part of your development is to also invest in the development of others.



### Weld your team together

A strong team is powerful in supporting rapid and significant change.



### Build your dashboard

This allows you to monitor your leadership effectiveness.



### Plan a change initiative

The real learning comes from comparing the final results with the predicted outcomes and understanding the differences.



### Become a teacher

Nothing cements knowledge more than teaching it what you have learned.



### Study high performers and replicate their behaviours

Find out what effective people are doing to make them so effective. Think about how you can integrate some of this learning into your own activities/ways of working.



### Volunteer

Find ways to practice and further develop your leadership skills in all aspects of your life.



### Articulate your vision for the firm

Communication of complex messages must be repeated and reinforced at every opportunity.



### Prepare for your next job

Think about the skills, knowledge and experience required for future roles. Harness the opportunities today that can start to build these.

**These are some of the powerful steps you can take to help you become an Extraordinary Leader.**

# The refreshed framework

Zenger Folkman's original research identified 16 competencies that characterised Extraordinary Leaders. This has recently been refreshed and updated to include three new competencies: **make decisions, taking risks** and **valuing diversity**.

In addition to this, two existing competencies have been renamed. 'Connects the group to the outside world' is now called 'customer and external focus'. 'Practices self development' is now 'learning agility'.

We have captured below how new and renamed competencies sit within the competency groups:



## | Focus on results

- Drives for results
- Establishes stretch goals
- Takes initiative
- Makes decisions
- Takes risks



## | Character

- Displays high integrity and honesty



## | Personal capability

- Technical and professional acumen
- Solves problems and analyses issues
- Innovates
- Learning agility



## | Leading organisational change

- Develops strategic perspective
- Champions change
- Customer and external focus



## | Interpersonal skills

- Communicates powerfully and prolifically
- Inspires and motivates others to high performance
- Builds relationships
- Develops others
- Collaboration and teamwork
- Values diversity

# Grade summaries

## Junior Consultants

need to be good team players who try and develop themselves.

## Consultants

have then built technical expertise.

## Senior Consultants

are able to confidentially communicate and demonstrate technical expertise and take on more senior exposure.

## Managers

are then taking on greater responsibility for overall team success and the development of others, rather than just individual success.

## Principals

are then leading engagements/projects and teams, supporting others, being a representative of the firm and making significant sales contributions.

## Client Directors

are then doing the same over a wider portfolio and with greater remit / responsibility.

## Partners

are doing this across the whole business and from a firm wide strategy perspective.

	Focus on Results	Personal Capability	Character	Interpersonal Skills	Leading Change	
Focus for Managers and grades above	<ul style="list-style-type: none"> <li>Drive for results</li> <li>Takes initiative</li> </ul>	<ul style="list-style-type: none"> <li>Technical/professional expertise</li> </ul>	<ul style="list-style-type: none"> <li>Learning agility*</li> </ul>	<ul style="list-style-type: none"> <li>Displays high integrity and honesty</li> </ul>	<ul style="list-style-type: none"> <li>Communicates powerfully and prolifically</li> <li>Collaboration and teamwork</li> <li>Builds relationships</li> </ul>	<ul style="list-style-type: none"> <li>Values Diversity</li> </ul>
	<ul style="list-style-type: none"> <li>Establishes stretch goals</li> <li>Makes decisions</li> <li>Takes risks</li> </ul>	<ul style="list-style-type: none"> <li>Solves problems and analyses issues</li> <li>Innovates</li> </ul>				

\* 'Learning agility', 'Values diversity' and 'Displays high integrity and honesty' are assumed to be well established and taken for granted by everyone.

# Competency Framework

## 19 differentiating competencies that make a difference

Research suggests that the 19 differentiating leadership competencies are closely intertwined and can be grouped into five clusters – which we refer to as ‘tent’ poles - thinking about the tent as a metaphor for

leadership capability and effectiveness. The ‘tent’ poles are connected – a shift in one tent pole has a direct impact on the others. The shape of your tent and the height of the poles relates to the level of competency you have in each competency category. This means that developing one competency will have a positive impact on the others.

### Personal Capability

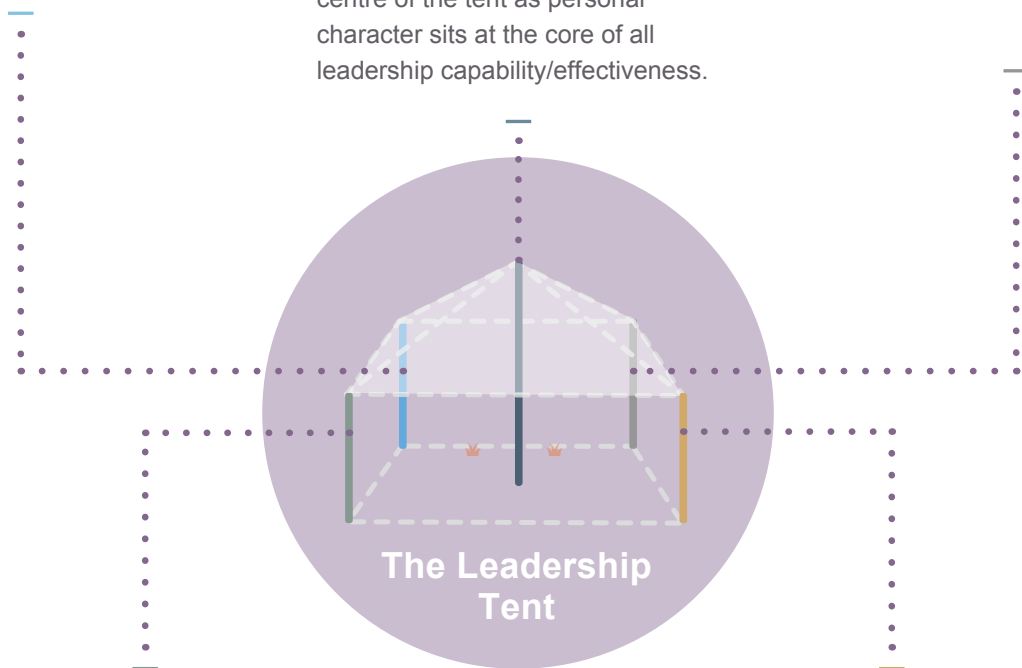
This describes the intellectual, emotional and skill makeup of the individual.

### Character

This is the centre pole which represents the character of an individual. This pole is at the centre of the tent as personal character sits at the core of all leadership capability/effectiveness.

### Leading Organisational Change

Is the ability to change within an organisation.



### Focus on Results

Is the ability to have a positive impact at XXX and remaining focused on what needs to be delivered.

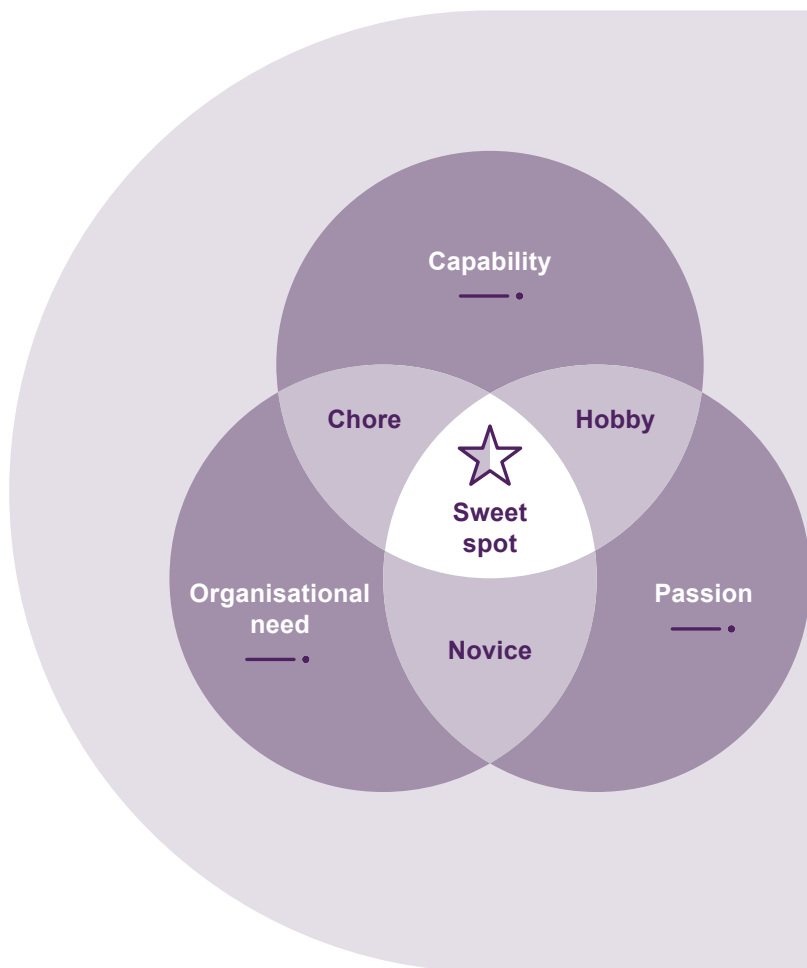
### Interpersonal Skills

Focuses on all interpersonal and people skills. It is the impact a person has on other people.

The tent poles are connected – a shift in one tent pole has a direct impact on the others. The shape of your tent and the height of the poles relates to the level of competency you have in each category. Therefore, developing one competency will have a positive impact on the others.

# Feedback

Effective feedback that is clear, focused and timely is essential for continued development and progression. Ensuring that you are regularly asking for feedback so that you can be proactive in development priorities is key.



**When going through the competency framework start to think about:**

1. What differentiating competencies are my profound strengths?
2. How can I use these in my current role or going forward?
3. Do I have any potential fatal flaws? And are they affecting my ability to contribute?

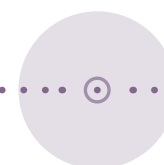
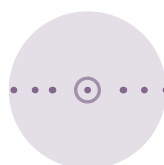
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After you have done this, reach out to your Talent Lead, Engagement Lead and peers to get regular timely feedback. After you have done this start to work through the feedback with your Talent Lead to create a plan on your developmental priorities and next steps.



# Competency development through the grades

The Competency Framework supports you to shape your development priorities with your Talent Lead. The summary below highlights the behaviours (colour coded by competency category) that build as you progress through the grades. **Please refer to the framework for further guidance.**



## Junior Consultant to Consultant

- Demonstrates core consulting skills and knowledge of Academy modules.
- More proactive problem solving.
- Highlights problems early.
- Acts as a coach / mentor to others.

## Consultant to Senior Consultant

- Develops technical expertise.
- Fully rounded core consulting skills and Academy capabilities.
- Leads complex problem solving.
- Proactive approach to achieve and celebrate team goals.
- Confidence with ambiguity.
- Motivates the team to go the extra mile.
- Aware of concerns within team. Good listening and rapport.
- Develops junior members of team.
- Collaborates with others and draws on strengths.
- Active in driving internal change.

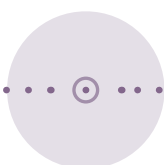
## Senior Consultant to Manager

- Draws externally for expertise.
- Focus on team innovation and wins, learns and changes.
- Leads by example to inspire, energise and bring positivity.
- Draws on team strengths, collaborates.
- Coaches, identifies and supports team development.
- Builds trusted advisor client relationships.
- Strong balance between engagement and developing XXX through BD and internal activity.
- Proactive driving and promoting change.
- Develops and shares client, service line.

### Leadership Tent

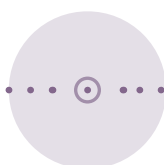
- Character
- Personal Capability
- Focus on Results
- Interpersonal Skills
- Leading Change

# Competency development through the grades



## Manager to Principal

- Insight and expertise sought out.
- Encourages and actively facilitates a culture of innovation and improvement in how we work and develop.
- Focused on XXX strategic priorities.
- Leads insight, Business Development and winning work.
- Strong advocate for change and effective leader and representative internally / externally.
- An expert who keeps up to date with trends, represents the firm and translates this into XXX client.



## Principal to Client Director

- Industry seeks expertise.
- Promotes XXX capability.
- Strong influence on strategic decisions.



## Client Director to Partner

- Influences strategic discussions and decisions to drive towards the vision and differentiate XXX.
- Future looking and anticipates trends.

### Leadership Tent

- Character
- Personal Capability
- Focus on Results
- Interpersonal Skills
- Leading Change

# Competency Framework - Junior Consultant

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# Junior Consultant - Character

## Displays honesty & integrity

- Avoid saying one thing and doing another (i.e. walk the talk)
- Follow through on promises and commitments.
- Model the core values
- Lead by example
- Be trusted by others to “do the right thing”
- Be honest and ethical when dealing with others, especially when using company resources
- Demonstrate ethical resolve in adverse communications

## Guidance

- Is a role model and sets a good example for his/her colleagues
- Works hard to “walk the talk” -- avoids saying one thing and doing another
- Is careful to honour commitments and keep promises
- Willing to speak up on ethical issues
- When there is a question of ethics, takes the higher road

# Junior Consultant - Personal Capability

## Technical and professional expertise

- Demonstrate an understanding of Management Consulting and the way in which XXX works with clients
- Demonstrate a rounded capability with regards to core consulting skills
- Make a significant contribution towards achieving team goals
- Use technical knowledge to help team members troubleshoot problems
- Demonstrate technical, functional, and job-specific knowledge required for engagements
- Stay up to date in the field
- Be sought out for opinions, advice, and counsel

## Guidance

- Demonstrates a good understanding of technical aspects of work in his/her area
- Seeks answers to technical questions
- Willing to learn; responsive to coaching from fellow workers on the technical specifics of his/her work

## Solves problems and analyses issues

- Obtain and use accurate and relevant information as a basis for sound decisions
- Ability to analyse complex data and evaluate and make informed decisions and recommendations
- Systematically evaluate information by using a variety of proven methods and techniques
- Seeks alternative approaches to problems and encourages others to do the same

## Guidance

- Able to handle most day-to-day problems
- Obtains accurate and relevant information for diagnosing and solving problems
- Able to analyse data and develop conclusions

# Junior Consultant - Personal Capability

## Innovates

- Work to improve new ideas rather than discourage them and come up with creative, resourceful solutions to problems
- Build on other people's suggestions and ideas
- Constructively challenge the usual approach to doing things, and find new and better ways to do the job
- Create a culture of innovation and learning that drives individual development

## Guidance

- Accepts new approaches and ideas
- Encourages others to share new ideas
- Looks for innovative approaches

## Learning agility

- Create a Development Plan and work hard acquiring new skills
- Seek feedback from others to improve and develop
- Make constructive efforts to change and improve based on feedback from others
- Constantly look for developmental opportunities
- Continually develop depth and breadth in key competencies
- Be a role model for self-development and embrace its value

## Guidance

- Regularly solicits feedback from others.
- Initiates periodic development discussions with his/her manager
- Acts on feedback to improve him/herself
- Invests time and attention in self-development (i.e., reading books, taking courses, etc.)
- Has a career development plan and updates it regularly
- Looks for developmental opportunities in day-to-day work

# Junior Consultant - Focus on Results

## Drive for results

- Do everything possible to understand what is expected and to meet goals or deadlines
- Consistently meet or exceed commitments and expectations
- Manage expectations with key stakeholders
- Build commitment in others for their individual and team objectives

## Guidance

- Does everything possible to understand and achieve goals
- Consistently meet or exceed commitments and expectations
- Follows through on objectives to ensure successful completion
- Takes accountability for his/her results
- Looks for ways to increase productivity and results

## Establishes stretch goals

- Maintain high standards of performance
- Generate agreement among group members on achieving stretch goals
- Build commitment with all team members on team goals and objectives
- Foster the confidence of others that goals will be achieved
- Promote an environment of continuous improvement
- Set measurable standards of excellence for themselves and others in the team

## Guidance

- Establishes high standards of excellence for his/her own work
- Achieves agreed-upon standards for his/her work
- Sets challenging goals for his/her own performance
- Stays focused on his/her individual goals and objectives
- Willingly works toward the team's or firm's stretch goals

## Takes initiative

- Be counted on to follow through on commitments
- Have the confidence to initiate action proactively
- Anticipate and respond to external threats or opportunities before they affect business performance
- Take personal responsibility for engagement performance and outcomes

## Guidance

- Can always be counted on to follow through on commitments
- Inspires colleagues to go above and beyond minimum task requirements
- Sets an example by proactively taking on new work when he/she sees something that needs to be done

# Junior Consultant - Focus on Results

## Makes decisions

- Make effective decisions despite short timelines and pressure
- Make decisions in a timely manner
- Make decisions and moves forward in the face of constant change
- Base decisions on what is best for the team and company rather than on personal gain
- Make difficult decisions required to implement business strategy
- Seek input and involvement from others in decision activities that may affect them
- Make timely decisions in ambiguous situations, balancing analysis with decisiveness critically and logically evaluates the costs, risks and benefits of alternatives before making decisions and/or recommendation

## Guidance

- Demonstrates a good understanding of the rationale behind decisions
- Does everything possible to understand problems before recommending decisions
- Has the ability to create multiple scenarios which can be analysed quickly to help the team come to an effective decision
- Supports decisions when made and champions change

## Takes risks

- Act quickly on low risk, high potential opportunities
- Balance risk and rewards that maximise returns whilst also protecting the organisation
- Don't be afraid to take risks necessary to achieve goals and objectives
- Show confidence in taking well reasoned risks when appropriate
- Support and recognise people who make well-reasoned decisions and take appropriate risks regardless of the outcome
- Recognise and reward people for taking well considered risks
- Take appropriate risks to drive business results
- Be willing to take risks and try new approaches

## Guidance

- Understands the difference between a risk and issue
- Is able to consider suitable mitigations for risks
- Proactively seeks advice and guidance when it comes to managing risks

# Junior Consultant - Interpersonal Skills

## Communicates powerfully and prolifically

- Communicate clearly and concisely
- Use strong writing and verbal skills to communicate to others
- Deliver effective and powerful presentations
- Help people understand how their work contributes to broader business objectives

## Guidance

- Keeps people informed of his/ her progress (as appropriate)
- Clearly understands the direction and purpose of the group
- Communicates insights and understanding of issues or problems in a way that colleagues can understand
- Shares needed information in a complete and persuasive way

## Inspires and motivates others to high performance

- Have a personal style that helps to positively motivate others
- Proactively support the development of our people through informal coaching and Talent Leadership
- Proactively develop and share knowledge and insight with colleagues
- Be recognised as a trusted advisor by clients

## Guidance

- Has a high level of energy
- Sets an example by being willing to go the extra mile on assignments
- Connects with fellow team members by showing interest in their career goals and lives outside of work

## Builds Relationships

- Have a personal style that helps to positively motivate others
- Develop and maintain relationships
- Handle difficult situations constructively and tactfully
- Balance concern for productivity and results with sensitivity for the needs or problems of others

## Guidance

- Is approachable and friendly
- Is trusted by colleagues
- Handles difficult situations with tact and sensitivity

# Junior Consultant - Interpersonal Skills

## Develops others

- Proactively share new ideas and knowledge with others
- Act as a coach or mentor to facilitate learning from experience (new joiners and engagement teams)
- Foster a learning environment that encourages others to learn from their experience
- Find stretch engagements for individuals that require them to achieve significant but realistic goals
- Give honest and open feedback in a helpful and constructive way
- Make the tough people decisions necessary to ensure current and future success
- Willingly give challenging developmental goals
- Willingly share time to help others develop

## Guidance

- Makes an effort to "show the ropes" to new to team members
- Gives helpful, constructive feedback informally to colleagues
- Willingly shares his/her knowledge and expertise with others

## Collaboration and teamwork

- Develop cooperative working relationships with others in the firm and with joint client teams or partner organisations
- Support others to play to their strengths and contribute to the overall success of the team
- Promote a spirit of cooperation with other members of the work group
- Champion an environment that supports effective teamwork and have the trust and respect of the team
- Remove barriers to positive team performance

## Guidance

- Cooperates willingly and cheerfully with colleagues
- Looks for opportunities to appropriately collaborate with colleagues
- Acts interdependently, aware of how his/her actions affect others within the team

# Junior Consultant - Interpersonal Skills

## Values diversity

- Encourage open discussions of problems and differences of opinions
- Build an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds
- Capitalise on diverse perspectives and talents of others in accomplishing objectives
- Value and respect others regardless of diversity, age, gender, race etc.
- Do not tolerate racist, sexist or any other inappropriate/discriminatory behaviour
- Value employees who think and act differently and he/she does
- Target a diverse range of talent for personal mentoring and development
- Actively build a climate of trust, appreciation and openness to differences in thoughts, styles and backgrounds

## Guidance

- Values other peoples perspectives
- Is respectful, conscious and inclusive in everything they do
- Embraces different cultures, races, religions and backgrounds

# Junior Consultant - Leading Change

## Develops strategic perspective

- Know how work relates to the firm's business strategy (line-of-sight connection)
- Propose and shape initiatives that become part of the firm's strategic plan
- Ensure that what we do through our sectors, service lines and quads is aligned to achieving the overall strategic goals
- Balance the short-term and long-term needs of the firm
- Demonstrate forward thinking about tomorrow's issues
- Lead business development and sales efforts to exploit the most highly leveraged business opportunities
- Set and articulate a compelling vision and strategy for the firm
- Continually communicate the highest-priority strategic initiatives to keep the leadership team focused on the right things

## Guidance

- Has a clear understanding of the team's purpose
- Seeks to understand the firm's overall vision and strategy and how it relates to his/her work
- Demonstrates an understanding of the team's overall work flow, not just his/her "day-to-day" deliverables
- Looks outside his/her immediate team to understand how the work of other teams impacts his/her own

## Champions change

- Encourage constructive and appropriate challenge and plays a role in shaping new ways of working
- Be champion for projects or programmes, presenting them so that others support them
- Champion internal change initiatives in a way that helps people understand, appreciate, and support them
- Be able to create a compelling case for change
- Help people to understand the relationship between change initiatives and the strategic business direction of the firm
- Communicate so others know how change will positively affect them

## Guidance

- Supports changes to his/her own work processes
- Endorses and actively implements the team's new initiatives
- Is an effective advocate for his/her colleagues' new ideas

# Junior Consultant - Leading Change

## Connects the group to the outside world

- Help people understand how meeting client needs is central to the mission and goals of the firm
- Demonstrate the ability to represent XXX to current and potential clients and to key groups outside
- Take account of the external environment to ensure that our service offerings remain relevant
- Identify opportunities for opening up new business areas (sectors and/or service lines)

## Guidance

- Responds quickly to customer needs and concerns
- Maintains a network of contacts
- Uses knowledge and feedback from an external perspective to improve his/her work
- Serves as an "antenna" for the team, bringing in relevant information, for example, industry trends, client / competitor news and other relevant insight that enhances our position with the client

# Grade Expectations - Junior Consultant

## Engagement Delivery

- Evidence of strong delivery performance that positions themselves and others for extension opportunities
- Demonstrates an ability to lead discrete pieces of work on an engagement and manages expectations proactively
- Demonstrates an ability to develop and nurture key client relationships

## Sales / BD

- Contributes to BD through supporting bids and proposals (related to an engagement, account, sector and / or service line)

## Internal Contribution

- Plays a key role in either a sector or service line. In addition, people can make an internal contribution through a quad and /or other key internal roles e.g. Quality Manager, Knowledge Manager etc.
- Completes ALL mandatory training. This includes >70% of all available and relevant XXX Academy modules

## Business Metrics

- 80 – 85% utilisation
  - 100% timesheet submission
  - Review & update XXX CV on a quarterly basis
-

# Competency Framework - Consultant

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# Consultant - Character

## Displays honesty & integrity

- Avoid saying one thing and doing another (i.e. walk the talk)
- Follow through on promises and commitments.
- Model the core values.
- Lead by example
- Be trusted by others to “do the right thing”
- Be honest and ethical when dealing with others, especially when using company resources
- Demonstrate ethical resolve in adverse communications

## Guidance

- Is a role model and sets a good example for his/her colleagues
- Works hard to “walk the talk” -- avoids saying one thing and doing another
- Is careful to honour commitments and keep promises.
- Willing to speak up on ethical issues
- When there is a question of ethics, takes the higher road

# Consultant:

## Personal Capability

### Technical and professional expertise

- Demonstrate an understanding of Management Consulting and the way in which XXX works with clients
- Demonstrate a rounded capability with regards to core consulting skills
- Make a significant contribution towards achieving team goals
- Use technical knowledge to help team members troubleshoot problems
- Demonstrate technical, functional, and job-specific knowledge required for engagements
- Stay up to date in the field
- Be sought out for opinions, advice, and counsel

### Guidance

- Demonstrates a good understanding of technical aspects of the work in his/her area
- Willing to learn; responsive to coaching from fellow workers on the technical specifics of his/her work
- Contributes and adds value to discussions on the technical aspects of the team's work
- Demonstrates a good understanding of core consulting (101) skills
- Makes a significant contribution to achieving team goals

### Solves problems and analyses issues

- Obtain and use accurate and relevant information as a basis for sound decisions
- Ability to analyse complex data and evaluate and make informed decisions and recommendations
- Systematically evaluate information by using a variety of proven methods and techniques
- Seeks alternative approaches to problems and encourages others to do the same

### Guidance

- Able to handle most day-to-day problems and anticipate potential issues
- Obtains accurate and relevant information for diagnosing and solving problems
- Able to analyse data, drawing conclusions and developing recommendations
- Explores alternative approaches and proposes new ideas

# Consultant - Personal Capability

## Innovates

- Work to improve new ideas rather than discourage them and come up with creative, resourceful solutions to problems
- Build on other people's suggestions and ideas
- Constructively challenge the usual approach to doing things, and find new and better ways to do the job
- Create a culture of innovation and learning that drives individual development

## Guidance

- Accepts new approaches and ideas
- Encourages others to share new ideas
- Looks for innovative approaches

## Learning agility

- Create a Development Plan and work hard acquiring new skills
- Seek feedback from others to improve and develop
- Make constructive efforts to change and improve based on feedback from others
- Constantly look for developmental opportunities
- Continually develop depth and breadth in key competencies
- Be a role model for self-development and embrace its value

## Guidance

- Regularly solicits feedback from others
- Initiates periodic development discussions with his/her manager
- Acts on feedback to improve him/herself
- Invests time and attention in self-development (i.e., reading books, taking courses, etc.)
- Has a career development plan and updates it regularly
- Looks for developmental opportunities in day-to-day work

# Consultant - Focus on Results

## Drive for results

- Do everything possible to understand what is expected and to meet goals or deadlines
- Consistently meet or exceed commitments and expectations
- Manage expectations with key stakeholders
- Build commitment in others for their individual and team objectives

## Guidance

- Does everything possible to understand and achieve goals
- Consistently meet or exceed commitments and expectations
- Follows through on objectives to ensure successful completion
- Takes accountability for his/her results
- Looks for ways to increase productivity and results

## Establishes stretch goals

- Maintain high standards of performance
- Generate agreement among group members on achieving stretch goals
- Build commitment with all team members on team goals and objectives
- Foster the confidence of others that goals will be achieved
- Promote an environment of continuous improvement
- Set measurable standards of excellence for themselves and others in the team

## Guidance

- Establishes high standards of excellence for his/her own work
- Achieves agreed-upon standards for his/her work
- Sets challenging goals for his/her own performance
- Stays focused on his/her individual goals and objectives
- Willingly works toward the team's or firm's stretch goals

## Takes initiative

- Be counted on to follow through on commitments
- Have the confidence to initiate action proactively
- Anticipate and respond to external threats or opportunities before they affect business performance
- Take personal responsibility for engagement performance and outcomes

## Guidance

- Can always be counted on to follow through on commitments
- Inspires colleagues to go above and beyond minimum task requirements
- Notices and proactively acts on opportunities to contribute more
- Highlights problems early before they grow

# Consultant -

## Focus on Results

### Makes decisions

- Make effective decisions despite short timelines and pressure
- Make decisions in a timely manner
- Make decisions and moves forward in the face of constant change
- Base decisions on what is best for the team and company rather than on personal gain
- Make difficult decisions required to implement business strategy
- Seek input and involvement from others in decision activities that may affect them
- Make timely decisions in ambiguous situations, balancing analysis with decisiveness critically and logically evaluates the costs, risks and benefits of alternatives before making decisions and/or recommendation

### Guidance

- Has the ability to create multiple scenarios which can be analysed quickly, whilst also forming recommendations for review
- Judges the quality of a decision recommended by others
- Highlights any potential problems early, ahead of decisions being made
- Champions change, whilst doing everything in his/her power to ensure the decision is successfully implemented

### Takes risks

- Act quickly on low risk, high potential opportunities
- Balance risk and rewards that maximise returns whilst also protecting the organisation
- Don't be afraid to take risks necessary to achieve goals and objectives
- Show confidence in taking well reasoned risks when appropriate
- Support and recognise people who make well-reasoned decisions and take appropriate risks regardless of the outcome.
- Recognise and reward people for taking well considered risks
- Take appropriate risks to drive business results
- Be willing to take risks and try new approaches

### Guidance

- Has the ability to calculate the costs of simple risks (opportunity, financial and people etc.)
- Looks for actions that can mitigate risks
- Uses his/her initiative to manage low risk and works to find solutions to any problems
- Has the ability to create multiple scenarios which could come from risks been taken

# Consultant -

## Interpersonal Skills

### Communicates powerfully and prolifically

- Communicate clearly and concisely
- Use strong writing and verbal skills to communicate to others
- Deliver effective and powerful presentations
- Help people understand how their work contributes to broader business objectives

### Guidance

- Keeps people informed of his/ her progress (as appropriate)
- Clearly understands the direction and purpose of the team
- Communicates insights and understanding of issues or problems in a way that colleagues can understand
- Shares needed information in a complete and persuasive way

### Inspires and motivates others to high performance

- Have a personal style that helps to positively motivate others
- Proactively support the development of our people through informal coaching and HR leadership
- Proactively develop and share knowledge and insight with colleagues
- Be recognised as a trusted advisor by clients

### Guidance

- Cooperates willingly and cheerfully with colleagues
- Looks for opportunities to appropriate collaborate with colleagues
- Acts interdependently, aware of how his/her actions affect others within the team

### Builds Relationships

- Have a personal style that helps to positively motivate others
- Develop and maintain relationships
- Handle difficult situations constructively and tactfully
- Balance concern for productivity and results with sensitivity for the needs or problems of others

### Guidance

- Is approachable and friendly
- Is trusted by colleagues
- Handles difficult situations with tact and sensitivity

# Consultant -

## Interpersonal Skills

### Develops others

- Proactively share new ideas and knowledge with others
- Act as a coach or mentor to facilitate learning from experience (new joiners and engagement teams)
- Foster a learning environment that encourages others to learn from their experience
- Find stretch engagements for individuals that require them to achieve significant but realistic goals
- Give honest and open feedback in a helpful and constructive way
- Make the tough people decisions necessary to ensure current and future success
- Willingly give challenging developmental goals
- Willingly share time to help others develop

### Guidance

- Makes an effort to "show the ropes" to new to team members
- Act as a coach or mentor to facilitate learning from experience (new joiners and engagement teams)
- Gives helpful, constructive feedback informally to colleagues
- Willingly shares his/her knowledge and expertise with others

### Collaboration and teamwork

- Develop cooperative working relationships with others in the firm and with joint client teams or partner organisations
- Support others to play to their strengths and contribute to the overall success of the team
- Promote a spirit of cooperation with other members of the work group
- Champion an environment that supports effective teamwork and have the trust and respect of the team
- Remove barriers to positive team performance

### Guidance

- Cooperates willingly and cheerfully with colleagues
- Looks for opportunities to appropriately collaborate with colleagues
- Acts interdependently, aware of how his/her actions affect others within the team

# Consultant -

## Interpersonal Skills

### Values diversity

- Encourage open discussions of problems and differences of opinions
- Build an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds
- Capitalise on diverse perspectives and talents of others in accomplishing objectives
- Value and respect others regardless of diversity, age, gender, race etc.
- Do not tolerate racist, sexist or any other inappropriate/discriminatory behaviour
- Value employees who think and act differently and he/she does
- Target a diverse range of talent for personal mentoring and development
- Actively build a climate of trust, appreciation and openness to differences in thoughts, styles and backgrounds

### Guidance

- Work collaboratively and encourages different views, perspectives and experiences
- Actively promotes diversity and inclusion – via encouraging differences in styles and thoughts
- He/she is aware of and challenges their own unconscious bias in decision making

# Consultant - Leading Change

## Develops strategic perspective

- Know how work relates to the firm's business strategy (line-of-sight connection)
- Propose and shape initiatives that become part of the firm's strategic plan
- Ensure that what we do through our sectors, service lines and quads is aligned to achieving the overall strategic goals
- Balance the short-term and long-term needs of the firm
- Demonstrate forward thinking about tomorrow's issues
- Lead business development and sales efforts to exploit the most highly leveraged business opportunities
- Set and articulate a compelling vision and strategy for the firm
- Continually communicate the highest-priority strategic initiatives to keep the leadership team focused on the right things

## Guidance

- Has a clear understanding of the team's purpose
- Seeks to understand the firm's overall vision and strategy and how it relates to his/her work
- Demonstrates an understanding of the team's overall work flow, not just his/her "day-to-day" deliverables
- Looks outside his/her immediate team to understand how the work of other teams impacts his/her own

## Champions change

- Encourage constructive and appropriate challenge and plays a role in shaping new ways of working
- Be champion for projects or programmes, presenting them so that others support them
- Champion internal change initiatives in a way that helps people understand, appreciate, and support them
- Be able to create a compelling case for change
- Help people to understand the relationship between change initiatives and the strategic business direction of the firm
- Communicate so others know how change will positively affect them

## Guidance

- Supports changes to his/her own work processes
- Endorses and actively implements the team's new initiatives
- Is an effective advocate for his/her colleagues' new ideas

# Consultant - Leading Change

## Connects the group to the outside world

- Help people understand how meeting client needs is central to the mission and goals of the firm
- Demonstrate the ability to represent XXX to current and potential clients and to key groups outside
- Take account of the external environment to ensure that our service offerings remain relevant
- Identify opportunities for opening up new business areas (sectors and/or service lines)

## Guidance

- Responds quickly to customer needs and concerns.
- Maintains a network of contacts
- Uses knowledge and feedback from an external perspective to improve his/her work
- Serves as an "antenna" for the team, bringing in relevant information, for example, industry trends, client / competitor news and other relevant insight that enhances our position with the client

# Grade Expectations - Consultant

## Engagement Delivery

- Evidence of strong delivery performance that positions themselves and others for extension opportunities
- Demonstrates an ability to lead discrete pieces of work on an engagement and manages expectations proactively
- Demonstrates an ability to develop and nurture key client relationships

## Sales / BD

- Contributes to BD through supporting bids and proposals (related to an engagement, account, sector and / or service line)

## Internal Contribution

- Plays a key role in a sector, service line, quad and / or other key internal role e.g. Quality Manager, Knowledge Manager etc.
- Completes ALL mandatory training. This includes >70% of all XXX Academy modules

## Business Metrics

- 80 – 85% utilisation
  - 100% timesheet submission
  - Review & update XXX CV on a quarterly basis
-

# Competency Framework - Senior Consultant

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# Senior Consultant - Character

## Displays honesty & integrity

- Avoid saying one thing and doing another (i.e. walk the talk)
- Follow through on promises and commitments
- Model the core values
- Lead by example
- Be trusted by others to “do the right thing”
- Be honest and ethical when dealing with others, especially when using company resources
- Demonstrate ethical resolve in adverse communications

## Guidance

- Is a role model and sets a good example for his/her colleagues
- Shows greater concern for others' well-being than for his/her own
- Openly discusses and resolves ambiguous, “grey area” issues
- Acts decisively, including saying “no” to low-priority tasks
- Proactively deals with unethical behaviour
- Inspires and motivates others to higher standards of ethical behaviour

# Senior Consultant - Personal Capability

## Technical and professional expertise

- Demonstrate an understanding of Management Consulting and the way in which XXX works with clients
- Demonstrate a rounded capability with regards to core consulting skills
- Make a significant contribution towards achieving team goals
- Use technical knowledge to help team members troubleshoot problems
- Demonstrate technical, functional, and job-specific knowledge required for engagements
- Stay up to date in the field
- Be sought out for opinions, advice, and counsel

## Guidance

- Has a detailed understanding of the technical work of the team
- Has the technical/ professional expertise to perform his/her job well
- Teammates trust his/her ideas and keeps team up to date in specific areas
- His/her expertise adds additional value to the capabilities of the team
- Demonstrates rounded capability with core consulting (101) skills

## Solves problems and analyses issues

- Obtain and use accurate and relevant information as a basis for sound decisions
- Ability to analyse complex data and evaluate and make informed decisions and recommendations
- Systematically evaluate information by using a variety of proven methods and techniques
- Seeks alternative approaches to problems and encourages others to do the same

## Guidance

- Able to handle most day-to-day problems and anticipate issues
- Is trusted by others to analyse issues and propose approaches to solving problems
- Involves the team appropriately in solving complex problems
- Collects data from multiple sources when solving a problem

# Senior Consultant - Personal Capability

## Innovates

- Work to improve new ideas rather than discourage them and come up with creative, resourceful solutions to problems
- Build on other people's suggestions and ideas
- Constructively challenge the usual approach to doing things, and find new and better ways to do the job
- Create a culture of innovation and learning that drives individual development

## Guidance

- Accepts new approaches and ideas
- Encourages others to share new ideas
- Looks for innovative approaches and use proven techniques to generate ideas

## Learning agility

- Create a Development Plan and work hard acquiring new skills
- Seek feedback from others to improve and develop
- Make constructive efforts to change and improve based on feedback from others
- Constantly look for developmental opportunities
- Continually develop depth and breadth in key competencies
- Be a role model for self-development and embrace its value

## Guidance

- Regularly solicits feedback from others
- Initiates periodic development discussions with his/her manager
- Acts on feedback to improve him/herself
- Invests time and attention in self-development (i.e., reading books, taking courses, etc.)
- Has a career development plan and updates it regularly
- Looks for developmental opportunities in day-to-day work

# Senior Consultant - Focus on Results

## Drive for results

- Do everything possible to understand what is expected and to meet goals or deadlines
- Consistently meet or exceed commitments and expectations
- Manage expectations with key stakeholders
- Build commitment in others for their individual and team objectives

## Guidance

- Plans ahead, anticipates barriers, and finds creative workarounds to ensure successful goal achievement
- Keeps a clear vision of the desired end state
- Shares credit and provides recognition for achieving goals
- Seeks (and provides) frequent feedback
- Trusts others' ability to deliver on commitments

## Establishes stretch goals

- Maintain high standards of performance
- Generate agreement among group members on achieving stretch goals
- Build commitment with all team members on team goals and objectives
- Foster the confidence of others that goals will be achieved
- Promote an environment of continuous improvement
- Set measurable standards of excellence for themselves and others in the team

## Guidance

- Works with the team to build support and ownership for the team's stretch goals
- Ensures that the team's stretch goals are consistent with the firm's strategic direction
- Has sufficient experience to distinguish between stretch goals that are attainable and those that are unrealistic
- Recognises and celebrates people for achieving stretch goals

## Takes initiative

- Be counted on to follow through on commitments
- Have the confidence to initiate action proactively
- Anticipate and respond to external threats or opportunities before they affect business performance
- Take personal responsibility for engagement performance and outcomes

## Guidance

- Notices and proactively acts on opportunities to contribute more
- Takes action and keeps the team's work moving forward, even in the face of obstacles
- Has the confidence to act in ambiguous situations, while keeping key stakeholders informed
- Volunteers for challenging assignments

# Senior Consultant -

## Focus on Results

### Makes decisions

- Make effective decisions despite short timelines and pressure
- Make decisions in a timely manner
- Make decisions and moves forward in the face of constant change
- Base decisions on what is best for the team and company rather than on personal gain
- Make difficult decisions required to implement business strategy
- Seek input and involvement from others in decision activities that may affect them
- Make timely decisions in ambiguous situations, balancing analysis with decisiveness critically and logically evaluates the costs, risks and benefits of alternatives before making decisions and/or recommendation

### Guidance

- Proactively learns to spot new problems and recognises trends, whilst driving recommendations forward
- Actively seeks feedback and asks others for honest evaluation of decisions
- Works collaboratively within a team to work through potential solutions to come to the right decision

### Takes risks

- Act quickly on low risk, high potential opportunities
- Balance risk and rewards that maximise returns whilst also protecting the organisation
- Don't be afraid to take risks necessary to achieve goals and objectives
- Show confidence in taking well reasoned risks when appropriate
- Support and recognise people who make well-reasoned decisions and take appropriate risks regardless of the outcome.
- Recognise and reward people for taking well considered risks
- Take appropriate risks to drive business results
- Be willing to take risks and try new approaches

### Guidance

- Thinks about an organisations goals and look for things that can be done to mitigate risks
- Confident in taking decisions that are low risk
- Supports the team and champions well-reasoned risks
- Willing to take risks and look for innovate approaches

# Senior Consultant - Interpersonal Skills

## Communicates powerfully and prolifically

- Communicate clearly and concisely
- Use strong writing and verbal skills to communicate to others
- Deliver effective and powerful presentations
- Help people understand how their work contributes to broader business objectives

## Guidance

- Keeps people informed of his/ her progress (as appropriate)
- Helps others understand the direction and purpose of the group
- Clearly understands the direction and purpose of the group
- Communicates insights and understanding of issues or problems in a way that colleagues can understand
- Shares needed information in a complete and persuasive way

## Inspires and motivates others to high performance

- Have a personal style that helps to positively motivate others
- Proactively support the development of our people through informal coaching and Talent Leadership
- Proactively develop and share knowledge and insight with colleagues
- Be recognised as a trusted advisor by clients

## Guidance

- Is approachable, friendly and trusted by colleagues
- Exudes a positive, can-do attitude toward work and effort within the team
- Encourages people to achieve their goals
- Motivates team members to go the extra mile - and sets the example

## Builds relationships

- Have a personal style that helps to positively motivate others
- Develop and maintain relationships
- Handle difficult situations constructively and tactfully
- Balance concern for productivity and results with sensitivity for the needs or problems of others

## Guidance

- Is approachable and friendly
- Is trusted by members of the team
- Pays attention to the issues and concerns of individuals in the team
- Helps team members feel respected and valued
- Demonstrates effective listening skills
- Builds rapport quickly and easily with team members and in the wider firm
- Handles difficult situations with tact and sensitivity

# Senior Consultant - Interpersonal Skills

## Develops others

- Proactively share new ideas and knowledge with others
- Act as a coach or mentor to facilitate learning from experience (new joiners and engagement teams)
- Foster a learning environment that encourages others to learn from their experience
- Find stretch engagements for individuals that require them to achieve significant but realistic goals
- Give honest and open feedback in a helpful and constructive way
- Make the tough people decisions necessary to ensure current and future success
- Willingly give challenging developmental goals
- Willingly share time to help others develop

## Guidance

- Gives honest, timely, constructive informal feedback
- Provides peer-to-peer coaching and acts as a mentor to junior colleagues
- Seeks coaching from colleagues in areas where their skills are superior to his/hers
- Shows a willingness to further developmental initiatives within the firm

## Collaboration and teamwork

- Develop cooperative working relationships with others in the firm and with joint client teams or partner organisations
- Support others to play to their strengths and contribute to the overall success of the team
- Promote a spirit of cooperation with other members of the work group
- Champion an environment that supports effective teamwork and have the trust and respect of the team
- Remove barriers to positive team performance

## Guidance

- Helps reinforce the importance of a collaborative environment among colleagues
- Understands strengths of team
- Is trusted to act as an interface between his/her team and other teams on engagements and / or internal projects

# Senior Consultant - Interpersonal Skills

## Values diversity

- Encourage open discussions of problems and differences of opinions
- Build an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds
- Capitalise on diverse perspectives and talents of others in accomplishing objectives
- Value and respect others regardless of diversity, age, gender, race etc.
- Do not tolerate racist, sexist or any other inappropriate/discriminatory behaviour
- Value employees who think and act differently and he/she does
- Target a diverse range of talent for personal mentoring and development
- Actively build a climate of trust, appreciation and openness to differences in thoughts, styles and backgrounds

## Guidance

- Develops and maintains relationships with a broad group of people
- Recognises and encourages those who demonstrate inclusive behaviours
- Is familiar with diversity related terms
- Seeks to ensure viewpoints of all are heard and considered

# Senior Consultant - Leading Change

## Develops strategic perspective

- Know how work relates to the firm's business strategy (line-of-sight connection)
- Propose and shape initiatives that become part of the firm's strategic plan
- Ensure that what we do through our sectors, service lines and quads is aligned to achieving the overall strategic goals
- Balance the short-term and long-term needs of the firm
- Demonstrate forward thinking about tomorrow's issues
- Lead business development and sales efforts to exploit the most highly leveraged business opportunities
- Set and articulate a compelling vision and strategy for the firm
- Continually communicate the highest-priority strategic initiatives to keep the leadership team focused on the right things

## Guidance

- Has a clear understanding of the team's purpose
- Helps others understand the firm's vision and objectives
- Maintains a clear perspective of the overall formal strategy and how it relates to the team's work
- Balances an emphasis on the "day-to-day" deliverables and the broader business strategy
- Is forward thinking – looks ahead to the future

## Champions change

- Encourage constructive and appropriate challenge and plays a role in shaping new ways of working
- Be champion for projects or programmes, presenting them so that others support them
- Champion internal change initiatives in a way that helps people understand, appreciate, and support them
- Be able to create a compelling case for change
- Help people to understand the relationship between change initiatives and the strategic business direction of the firm
- Communicate so others know how change will positively affect them

## Guidance

- Supports changes to his/her own work processes
- Endorses and actively implements the team's new initiatives
- Is an effective advocate for his/her colleagues' new ideas

# Senior Consultant - Leading Change

## Connects the group to the outside world

- Help people understand how meeting client needs is central to the mission and goals of the firm
- Demonstrate the ability to represent XXX to current and potential clients and to key groups outside
- Take account of the external environment to ensure that our service offerings remain relevant
- Identify opportunities for opening up new business areas (sectors and/or service lines)

## Guidance

- Responds and encourages team members to respond quickly to customer needs and concerns
- Maintains a strong network of contacts both within and outside the firm
- Serves as an "antenna" for the team, bringing in relevant information, for example, industry trends, client / competitor news and other relevant insight that enhances our position with the client
- Monitors important customer and industry metrics, and shares these data with colleagues

# Grade Expectations - Senior Consultant

## Engagement Delivery

- Evidence of strong delivery performance that positions themselves and others for extension opportunities
- Demonstrates an ability to lead discrete pieces of work across different engagements and / or specific projects or increasing responsibility and involvement in a long-term engagement
- Demonstrates an ability to develop and nurture key client relationships
- Demonstrates an ability to peer review colleagues work, including application of structured thinking and attention to detail
- Plays a key role in engagement management activities

## Sales / BD

- Identifies new opportunities and plays a significant contribution to shaping the opportunity and positioning XXX in the right way (in support of the relevant Engagement / Account / Sector / Service Line Lead)
- Significant contribution to the development of Breakfast Seminars / Marketing campaigns / Thought Leadership / PR

## Internal Contribution

- Plays a key role in a sector, service line and / or quad
- Plays a key role in the development of thought leadership and involvement in marketing events e.g. Barometer Survey
- Involvement in key Escape sessions and / or Purple events
- Supports recruitment activity through referrals and attendance at recruitment events
- Completes ALL mandatory training

## Business Metrics

- 80 – 85% utilisation
  - 100% timesheet submission
  - Review & update XXX CV on a quarterly basis
-

# Competency Framework - Manager

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# Manager - Character

## Displays honesty & integrity

- Avoid saying one thing and doing another (i.e. walk the talk)
- Follow through on promises and commitments
- Model the core values
- Lead by example
- Be trusted by others to “do the right thing”
- Be honest and ethical when dealing with others, especially when using company resources
- Demonstrate ethical resolve in adverse communications

## Guidance

- Is a role model and sets a good example for his/her colleagues
- Shows greater concern for others' well-being than for his/her own
- Is fair and consistent in how he/she treats those he/she manages
- Acts decisively, including saying "no" to low-priority tasks
- Takes a visible, immediate stand against unethical behaviour or proposals
- Inspires and motivates others to higher standards of ethical behaviour

# Manager -

## Personal Capability

### Technical and professional expertise

- Demonstrate an understanding of Management Consulting and the way in which XXX works with clients
- Demonstrate a rounded capability with regards to core consulting skills
- Make a significant contribution towards achieving team goals
- Use technical knowledge to help team members troubleshoot problems
- Demonstrate technical, functional, and job-specific knowledge required for engagements
- Stay up to date in the field
- Be sought out for opinions, advice, and counsel

### Guidance

- Well networked with technical specialists, uses network to bring information to the team
- Known for recognising and cultivating sound judgment in team
- Expresses complex technical issues in terms of their business impact
- Takes initiative to stay current on relevant industry trends

### Solves problems and analyses issues

- Obtain and use accurate and relevant information as a basis for sound decisions
- Ability to analyse complex data and evaluate and make informed decisions and recommendations
- Systematically evaluate information by using a variety of proven methods and techniques
- Seeks alternative approaches to problems and encourages others to do the same

### Guidance

- Brings a strategic perspective to problem solving.
- Is often consulted for help on analysing and solving complex problems
- Spots new trends and opportunities early
- Involves and helps the team to solve complex problems

# Manager - Personal Capability

## Innovates

- Work to improve new ideas rather than discourage them and come up with creative, resourceful solutions to problems
- Build on other people's suggestions and ideas
- Constructively challenge the usual approach to doing things, and find new and better ways to do the job
- Create a culture of innovation and learning that drives individual development

## Guidance

- Helps his/her direct reports consider new approaches and ideas
- Finds ways to build on and/or adapt new ideas rather than discourage them
- Looks for innovative ways to organise, coordinate and manage the team's work
- Actively facilitates key learnings from success and failure throughout

## Learning agility

- Create a Development Plan and work hard acquiring new skills
- Seek feedback from others to improve and develop
- Make constructive efforts to change and improve based on feedback from others
- Constantly look for developmental opportunities
- Continually develop depth and breadth in key competencies
- Be a role model for self-development and embrace its value

## Guidance

- Regularly solicits feedback from others
- Initiates periodic development discussions with his/her manager
- Acts on feedback to improve him/herself
- Invests time and attention in self-development (i.e., reading books, taking courses, etc.)
- Has a career development plan and updates it regularly
- Looks for developmental opportunities in day-to-day work

# Manager -

## Focus on Results

### Drive for results

- Do everything possible to understand what is expected and to meet goals or deadlines
- Consistently meet or exceed commitments and expectations
- Manage expectations with key stakeholders
- Build commitment in others for their individual and team objectives

### Guidance

- Plans ahead, delegates early, anticipates barriers, and finds creative workarounds to ensure successful goal achievement
- Communicates a clear vision of the desired end state
- Shares credit and provides recognition for achieving goals
- Holds direct reports accountable for their role in delivering the team's objectives
- Seeks (and provides) frequent feedback, promoting an environment of continuous improvement

### Establishes stretch goals

- Maintain high standards of performance
- Generate agreement among group members on achieving stretch goals
- Build commitment with all team members on team goals and objectives
- Foster the confidence of others that goals will be achieved
- Promote an environment of continuous improvement
- Set measurable standards of excellence for themselves and others in the team

### Guidance

- Works behind the scenes and one-on-one to build commitment and ownership for the team's stretch goals
- Ensures that the team's stretch goals are consistent with the firm's strategic direction
- Has sufficient managerial judgement to distinguish between stretch goals that are attainable and those that are unrealistic
- Keeps the team focused on achieving the goals and objectives
- Willingly embraces stretch goals and challenging objectives, recognises and celebrates success when team members achieve stretch goals

### Takes initiative

- Be counted on to follow through on commitments
- Have the confidence to initiate action proactively
- Anticipate and respond to external threats or opportunities before they affect business performance
- Take personal responsibility for engagement performance and outcomes

### Guidance

- Demonstrates a proactive approach to forward thinking, planning and delegation
- Fosters an attitude within the team, of going above and beyond minimum requirements
- Nips problems in the bud: takes action and keeps the team moving forward, even in the face of obstacles
- Leads by example, proactively taking on additional work to deliver the teams objectives

# Manager -

## Focus on Results

### Makes decisions

- Make effective decisions despite short timelines and pressure
- Make decisions in a timely manner
- Make decisions and moves forward in the face of constant change
- Base decisions on what is best for the team and company rather than on personal gain
- Make difficult decisions required to implement business strategy
- Seek input and involvement from others in decision activities that may affect them
- Make timely decisions in ambiguous situations, balancing analysis with decisiveness critically and logically evaluates the costs, risks and benefits of alternatives before making decisions and/or recommendation

### Guidance

- Is a trusted advisor where your advice is sought before decisions are made
- Prioritises decisions and can communicate clear priorities
- Helps the team understand external changes that could impact key decisions
- Finds ways to adapt or build on team members suggested decisions rather than discouraging them
- Makes decisions based on what is best for the overall team
- Brings a strategic perspective into decision making
- Involves and helps the team recognise problems and come to the right decision
- Quick to identify and solve problems and make decisions

### Takes risks

- Act quickly on low risk, high potential opportunities
- Balance risk and rewards that maximise returns whilst also protecting the organisation
- Don't be afraid to take risks necessary to achieve goals and objectives
- Show confidence in taking well reasoned risks when appropriate
- Support and recognise people who make well-reasoned decisions and take appropriate risks regardless of the outcome.
- Recognise and reward people for taking well considered risks
- Take appropriate risks to drive business results
- Be willing to take risks and try new approaches

### Guidance

- Look for ways to minimise risks through innovate new approaches
- Acts quickly for low risk, high potential opportunities
- Understands how external changes could effect risks
- Anticipates problems associated with risks and responds quickly to potential solutions
- Is able to step back, see the bigger picture and make decisions within a broader context

# Manager -

## Interpersonal Skills

### Communicates powerfully and prolifically

- Communicate clearly and concisely
- Use strong writing and verbal skills to communicate to others
- Deliver effective and powerful presentations
- Help people understand how their work contributes to broader business objectives

### Guidance

- Keeps people at all levels appropriately informed, including managers, direct reports, other parts of the firm, external stakeholders
- Coaches direct reports on effective communication strategies and techniques
- Skilled at tailoring messages to the appropriate audience, shares information in a way that is powerful, interesting and instructive. A mix of 'what and 'why'
- Analyses risks and also finds opportunities
- Able to communicate insights and bring understanding to complex issues

### Inspires and motivates others to high performance

- Have a personal style that helps to positively motivate others
- Proactively support the development of our people through informal coaching and HR leadership
- Proactively develop and share knowledge and insight with colleagues
- Be recognised as a trusted advisor by clients

### Guidance

- Clearly articulates what exceptional performance looks like
- Inspires direct reports to high levels of effort and performance
- Consistently brings a high level of energy and enthusiasm
- Cultivates a positive can-do attitude within the team

### Builds relationships

- Have a personal style that helps to positively motivate others
- Develop and maintain relationships
- Handle difficult situations constructively and tactfully
- Balance concern for productivity and results with sensitivity for the needs or problems of others

### Guidance

- Balances 'getting results' with a concern for people's broader needs
- Is trusted by direct reports and his/her counsel is valued by others
- Calls attention to strengths of team
- Demonstrates effective listening skills; takes time to hear what team members think
- Builds rapport easily across the firm and establishes strong, sustainable and collaborative relationships with clients, external organisations and their personal network
- Handles difficult interpersonal situations with tact and sensitivity

# Manager -

## Interpersonal Skills

### Develops others

- Proactively share new ideas and knowledge with others
- Act as a coach or mentor to facilitate learning from experience (new joiners and engagement teams)
- Foster a learning environment that encourages others to learn from their experience
- Find stretch engagements for individuals that require them to achieve significant but realistic goals
- Give honest and open feedback in a helpful and constructive way
- Make the tough people decisions necessary to ensure current and future success
- Willingly give challenging developmental goals
- Willingly share time to help others develop

### Guidance

- Gives honest, timely, constructive informal feedback
- Provides peer-to-peer coaching and acts as a mentor to junior colleagues
- Seeks coaching from colleagues in areas where their skills are superior to his/hers
- Identify and facilitate additional support needed by team members
- Shows a willingness to further developmental initiatives within the firm

### Collaboration and teamwork

- Develop cooperative working relationships with others in the firm and with joint client teams or partner organisations
- Support others to play to their strengths and contribute to the overall success of the team
- Promote a spirit of cooperation with other members of the work group
- Champion an environment that supports effective teamwork and have the trust and respect of the team
- Remove barriers to positive team performance

### Guidance

- Works collaboratively, creating synergies with teams across the firm
- Helps team members to recognise their strengths and identify opportunities to build their capabilities
- Promotes a high level of cooperation between everyone in the team and reinforces importance of collaborative working
- Takes a lead in resolving any conflict between members of the team, or between the team and other teams in the firm

# Manager -

## Interpersonal Skills

### Values diversity

- Encourage open discussions of problems and differences of opinions
- Build an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds
- Capitalise on diverse perspectives and talents of others in accomplishing objectives
- Value and respect others regardless of diversity, age, gender, race etc.
- Do not tolerate racist, sexist or any other inappropriate/discriminatory behaviour
- Value employees who think and act differently and he/she does
- Target a diverse range of talent for personal mentoring and development
- Actively build a climate of trust, appreciation and openness to differences in thoughts, styles and backgrounds

### Guidance

- Demonstrates inclusive behaviours at the same time as helping people to be successful
- Actively fosters an inclusive environment as part of a team – taking into account key factors such as race, gender, personality type, age and care responsibilities
- Commits to diversity and inclusion goals within their team
- Encourages and promotes a diverse talent pool – providing a helping hand where appropriate

# Manager - Leading Change

## Develops strategic perspective

- Know how work relates to the firm's business strategy (line-of-sight connection)
- Propose and shape initiatives that become part of the firm's strategic plan
- Ensure that what we do through our sectors, service lines and quads is aligned to achieving the overall strategic goals
- Balance the short-term and long-term needs of the firm
- Demonstrate forward thinking about tomorrow's issues
- Lead business development and sales efforts to exploit the most highly leveraged business opportunities
- Set and articulate a compelling vision and strategy for the firm
- Continually communicate the highest-priority strategic initiatives to keep the leadership team focused on the right things

## Guidance

- Formulates a clear and compelling vision for the team, with direct links to how the firm creates competitive advantage
- Coaches others on how to maintain a strategic client-driven perspective within their teams
- Maintains a clear perspective on how the work of the quads, sectors and service lines contributes to the firm's overall strategy
- Balances the emphasis on day-to-day deliverables and the broader business strategy
- Stays connected with sources of information about industry and economic trends, and considers the implications for the firm
- Is mindful of opportunities for business development and contributes to activities that supports sales / BD including thought leadership, marketing activities and broader sector and service line activities

## Champions change

- Encourage constructive and appropriate challenge and plays a role in shaping new ways of working
- Be champion for projects or programmes, presenting them so that others support them
- Champion internal change initiatives in a way that helps people understand, appreciate, and support them
- Be able to create a compelling case for change
- Help people to understand the relationship between change initiatives and the strategic business direction of the firm
- Communicate so others know how change will positively affect them

## Guidance

- Quickly recognises situations where change is needed and takes steps to address change issues
- Endorses and actively implements the firm's new initiatives.
- Helps others overcome resistance to change through exploring their concerns and demonstrating the positive benefits
- Is an effective marketer for the team's projects, programs, or products
- Clearly communicates the process involved in formal change including the impact on employees and benefits

# Manager - Leading Change

## Connects the group to the outside world

- Help people understand how meeting client needs is central to the mission and goals of the firm
- Demonstrate the ability to represent XXX to current and potential clients and to key groups outside
- Take account of the external environment to ensure that our service offerings remain relevant
- Identify opportunities for opening up new business areas (sectors and/or service lines)

## Guidance

- Understands and communicates to colleagues how meeting the needs of the customer is central to the mission and the goals of the firm
- Maintains a strong network of contacts both within and outside the firm
- Puts in the time and energy necessary to stay up to date on customer needs and relevant business and economic trends
- Is skilled at generating insight that draws on knowledge and awareness of the client environment and specifically trends or market dynamics that could impact them

# Grade Expectations - Manager

## Engagement Delivery

- Evidence of strong delivery performance that positions themselves and others for extension opportunities
- Demonstrates an ability to lead engagements or large work streams and manage a team of people on an engagement
- Demonstrates an ability to lead engagement management activities including maintaining all relevant parts of the EMT

## Sales / BD

- Consistently identifies new opportunities and plays a significant contribution in leading and / or shaping the opportunity and positioning XXX in the right way
- Demonstrates an ability to lead significant parts of a bid / proposal (related to an engagement, account, service line and / or sector)
- Demonstrates an ability to leverage existing relationships across previous, existing and new clients

## Internal Contribution

- Makes a demonstrable contribution to a sector, service line and / or quad
- Develops thought leadership and / or successful award submissions
- Leads an Escape or key team event
- Supports recruitment activity through referrals and attendance at recruitment events
- Completes ALL mandatory training

## Business Metrics

- 80% utilisation
  - Evidence of personal attributable sales of up to £250k
  - 100% timesheet submission
  - Review & update XXX CV on a quarterly basis
-

# Competency Framework - Principal

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# Principal - Character

## Displays honesty & integrity

- Is a role model and sets a good example for his/her colleagues
- Shows greater concern for others' well-being than for his/her own
- Is fair and consistent in how he/she treats those he/she manages
- Openly discusses and resolves ambiguous, "grey area" issues so enabling ethical decisions
- Acts decisively, including saying "no" to potentially profitable but questionable opportunities
- Takes a visible, immediate stand against unethical behaviour or proposals
- Inspires and motivates people at all levels of the firm to higher standards of ethical behaviour

## Guidance

- Is a role model and sets a good example for his/her colleagues
- Shows greater concern for others' well-being than for his/her own
- Is fair and consistent in how he/she treats those he/she manages
- Acts decisively, including saying "no" to low-priority tasks
- Takes a visible, immediate stand against unethical behaviour or proposals
- Inspires and motivates others to higher standards of ethical behaviour

# Principal - Personal Capability

## Technical and professional expertise

- Demonstrate an understanding of Management Consulting and the way in which XXX works with clients
- Demonstrate a rounded capability with regards to core consulting skills
- Make a significant contribution towards achieving team goals
- Use technical knowledge to help team members troubleshoot problems
- Demonstrate technical, functional, and job-specific knowledge required for engagements
- Stay up to date in the field
- Be sought out for opinions, advice, and counsel

## Guidance

- Many people seek his/her opinions on technical and professional expertise as well as trends and developments in the industry
- His/her executive judgment makes an important contribution to formal effectiveness
- Expresses complex technical issues in terms of their impact on the firm
- Takes initiative and invests time to stay up to date on relevant technical and professional expertise and industry trends

## Solves problems and analyses issues

- Obtain and use accurate and relevant information as a basis for sound decisions
- Ability to analyse complex data and evaluate and make informed decisions and recommendations
- Systematically evaluate information by using a variety of proven methods and techniques
- Seeks alternative approaches to problems and encourages others to do the same

## Guidance

- Brings a strategic perspective; helps others prioritise and make decisions based on formal goals
- Is often consulted for opinions and perspectives on issues facing the industry
- Skilled at delegating and coordinating the data collection, analysis, and decision-making
- Energetic, and energizes others to solve complex problems and generate innovative solutions

# Principal - Personal Capability

## Innovates

- Work to improve new ideas rather than discourage them and come up with creative, resourceful solutions to problems
- Build on other people's suggestions and ideas
- Constructively challenge the usual approach to doing things, and find new and better ways to do the job
- Create a culture of innovation and learning that drives individual development

## Guidance

- Helps his/her direct reports innovate and consider new approaches and ideas
- Encourages a culture of building on and/or adapt new ideas rather than discourage them. "Is there a better way?"
- Actively facilitates a culture of learning and innovation that helps drive individual and formal development

## Learning agility

- Create a Development Plan and work hard acquiring new skills
- Seek feedback from others to improve and develop
- Make constructive efforts to change and improve based on feedback from others
- Constantly look for developmental opportunities
- Continually develop depth and breadth in key competencies
- Be a role model for self-development and embrace its value

## Guidance

- Regularly solicits feedback from others
- Creates a culture of leadership and employee development, sets an example by continually seeking to upgrade own skills and performance
- Invests time and attention in leadership and employee development (i.e., reading, coaching, industry roundtables, etc.)
- Holds others accountable for upgrading their skills and performance, encourages regular development discussions with each member of the team

# Principal- Focus on Results

## Drive for results

- Do everything possible to understand what is expected and to meet goals or deadlines
- Consistently meet or exceed commitments and expectations
- Manage expectations with key stakeholders
- Build commitment in others for their individual and team objectives

## Guidance

- Does everything possible to ensure that the firm achieves its performance targets
- Communicates a clear vision of the desired end state and results expected
- Shares credit, gives recognition and celebrates achieving goals
- Holds direct reports accountable for their role in delivering the team's objectives
- Seeks (and provides) frequent feedback on teams ability to inspire, plan and execute, promoting an environment of continuous improvement

## Establishes stretch goals

- Maintain high standards of performance
- Generate agreement among group members on achieving stretch goals
- Build commitment with all team members on team goals and objectives
- Foster the confidence of others that goals will be achieved
- Promote an environment of continuous improvement
- Set measurable standards of excellence for themselves and others in the team

## Guidance

- Visibly works to build an understanding and commitment to the firm's goals and targets
- Ensures that the team's stretch goals are consistent with the firm's strategic direction
- Establishes high standards of excellence for the firm and inspires others to stretch
- Willingly embraces stretch goals and challenging objectives
- Recognises and celebrates success when team members achieve stretch goals

## Takes initiative

- Be counted on to follow through on commitments
- Have the confidence to initiate action proactively
- Anticipate and respond to external threats or opportunities before they affect business performance
- Take personal responsibility for engagement performance and outcomes

## Guidance

- Demonstrates a proactive approach to forward thinking, planning and delegation
- Fosters an attitude within the team, of going above and beyond minimum requirements
- Nips problems in the bud: takes action and keeps the team moving forward, even in the face of obstacles
- Takes personal responsibility for outcomes, role modelling proactive behaviours

# Principal -

## Focus on Results

### Makes decisions

- Make effective decisions despite short timelines and pressure
- Make decisions in a timely manner
- Make decisions and moves forward in the face of constant change
- Base decisions on what is best for the team and company rather than on personal gain
- Make difficult decisions required to implement business strategy
- Seek input and involvement from others in decision activities that may affect them
- Make timely decisions in ambiguous situations, balancing analysis with decisiveness critically and logically evaluates the costs, risks and benefits of alternatives before making decisions and/or recommendation

### Guidance

- Many people seek his/her opinion ahead of decisions being made due to extensive technical and professional expertise
- Making the right decisions whilst being under pressure and having to work to short timelines
- Skilled at delegating and coordinating analysis and multiple reference points to enable effective decision making
- Anticipates potential problems that could occur as a result of a decision
- Looks for innovate approaches to the decision making process
- Create an environment that encourages people to share their views on potential decisions and is able to proactively mitigate risks
- Acts quickly to bring issues to the attention of others, making the right decisions to get these resolved

### Takes risks

- Act quickly on low risk, high potential opportunities
- Balance risk and rewards that maximise returns whilst also protecting the organisation
- Don't be afraid to take risks necessary to achieve goals and objectives
- Show confidence in taking well reasoned risks when appropriate
- Support and recognise people who make well-reasoned decisions and take appropriate risks regardless of the outcome.
- Recognise and reward people for taking well considered risks
- Take appropriate risks to drive business results
- Be willing to take risks and try new approaches

### Guidance

- Works in a collaborative environment to reduce any negative consequences of risks taken
- Gets others onboard so they agree to the decision and recognise associated risks
- Demonstrates confidence in taking risks, whilst challenging standard approaches
- Has a clear strategic perspective and understands potential risks associated to certain decisions
- Others are confident in the risks he/she has taken to meet strategic goals
- He/she has deep knowledge and expertise to exercise good judgement and associated risks

# Principal - Interpersonal Skills

## Communicates powerfully and prolifically

- Communicate clearly and concisely
- Use strong writing and verbal skills to communicate to others
- Deliver effective and powerful presentations
- Help people understand how their work contributes to broader business objectives

## Guidance

- Ensures that appropriate information is promptly and appropriately communicated through the firm and with external stakeholders
- Coaches direct reports on effective communication strategies and techniques
- Highly skilled at tailoring messages to the appropriate audience, shares information in a way that is powerful, interesting and instructive
- Able to communicate insights and bring understanding to complex issues across the firm and with external bodies

## Inspires and motivates others to high performance

- Have a personal style that helps to positively motivate others
- Proactively support the development of our people through informal coaching and HR leadership
- Proactively develop and share knowledge and insight with colleagues
- Be recognised as a trusted advisor by clients

## Guidance

- Clearly articulates what exceptional performance looks like and regularly shares examples of where the firm has achieved them
- Inspires others to high levels of effort and performance, across the firm
- Consistently brings a high level of personal energy and enthusiasm
- Cultivates a positive can-do attitude within the team and across the firm

## Builds relationships

- Have a personal style that helps to positively motivate others
- Develop and maintain relationships
- Handle difficult situations constructively and tactfully
- Balance concern for productivity and results with sensitivity for the needs or problems of others

## Guidance

- Fosters an attitude of caring and collaboration: balances 'getting results' with a concern for people's broader needs
- Is trusted by others at all levels of the firm, and his/her opinions and counsel is valued
- Recognises and celebrates the unique strengths of his/her team
- Builds rapport easily across the firm and establishes strong, sustainable and collaborative relationships with clients, external organisations and their personal network that can be nurtured and leveraged to drive new business opportunities
- Handles difficult interpersonal situations with tact and sensitivity, communicates belief in, and positive expectations of others

# Principal -

## Interpersonal Skills

### Develops others

- Proactively share new ideas and knowledge with others
- Act as a coach or mentor to facilitate learning from experience (new joiners and engagement teams)
- Foster a learning environment that encourages others to learn from their experience
- Find stretch engagements for individuals that require them to achieve significant but realistic goals
- Give honest and open feedback in a helpful and constructive way
- Make the tough people decisions necessary to ensure current and future success
- Willingly give challenging developmental goals
- Willingly share time to help others develop

### Guidance

- Gives regular, honest, timely and often informal feedback
- Provides excellent coaching and acts as a mentor to direct reports
- Demonstrates active interest in the career success, satisfaction and growth opportunities of direct reports
- Is a contributor to a "coaching climate" within the team, in which colleagues coach and help each other
- Identifies and facilitates additional support needed by team members
- Ensures all of his/her direct reports have a development plan in place

### Collaboration and teamwork

- Develop cooperative working relationships with others in the firm and with joint client teams or partner organisations
- Support others to play to their strengths and contribute to the overall success of the team
- Promote a spirit of cooperation with other members of the work group
- Champion an environment that supports effective teamwork and have the trust and respect of the team
- Remove barriers to positive team performance

### Guidance

- Works collaboratively, creating synergies with teams across the firm
- Helps team members to recognise their strengths and identify opportunities to build their capabilities
- Promotes a high level of cooperation between everyone in the team and reinforces importance of collaborative working
- Takes a lead in resolving any conflict between members of the team, or between the team and other teams in the firm

# Principal - Interpersonal Skills

## Values diversity

- Encourage open discussions of problems and differences of opinions
- Build an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds
- Capitalise on diverse perspectives and talents of others in accomplishing objectives
- Value and respect others regardless of diversity, age, gender, race etc.
- Do not tolerate racist, sexist or any other inappropriate/discriminatory behaviour
- Value employees who think and act differently and he/she does
- Target a diverse range of talent for personal mentoring and development
- Actively build a climate of trust, appreciation and openness to differences in thoughts, styles and backgrounds

## Guidance

- Encourage and welcomes ideas that are different to their own
- Removes barriers and takes positive action
- Seeks to identify firm – wide challenges in D&I, developing or delivering solutions on these
- Supports recruitment activities to broaden XXX talent pool

# Principal - Leading Change

## Develops strategic perspective

- Know how work relates to the firm's business strategy (line-of-sight connection)
- Propose and shape initiatives that become part of the firm's strategic plan
- Ensure that what we do through our sectors, service lines and quads is aligned to achieving the overall strategic goals
- Balance the short-term and long-term needs of the firm
- Demonstrate forward thinking about tomorrow's issues
- Lead business development and sales efforts to exploit the most highly leveraged business opportunities
- Set and articulate a compelling vision and strategy for the firm
- Continually communicate the highest-priority strategic initiatives to keep the leadership team focused on the right things

## Guidance

- Communicates a clear and compelling vision for the firm, with direct linkage to how the firm creates competitive advantage
- Coaches and mentors others on how to maintain a strategic client-driven perspective within their teams
- Ensures the objectives of own quads, sectors and service lines contribute to the firm's overall strategy
- Balances the emphasis on day-to-day deliverables and the broader business strategy
- Is well connected with sources of information about industry and economic trends, and is able to identify future strategic changes of direction for the firm
- Plays a key leadership role in business development and business winning activities
- Is fully focused on the highest priority strategic issues for the firm

## Champions change

- Encourage constructive and appropriate challenge and plays a role in shaping new ways of working
- Be champion for projects or programmes, presenting them so that others support them
- Champion internal change initiatives in a way that helps people understand, appreciate, and support them
- Be able to create a compelling case for change
- Help people to understand the relationship between change initiatives and the strategic business direction of the firm
- Communicate so others know how change will positively affect them

## Guidance

- Is a strong advocate for effective ideas, regardless of the source
- Focuses on metrics and measurement of benefits in order to demonstrate the value of implementing change
- Quickly recognises situations where change is necessary and take appropriate steps
- Champions new projects or programs, presenting them so that all employees understand and support the objectives
- Helps other overcome resistance to change through exploring their concerns and demonstrating the positive benefits
- Is an effective representative or spokesperson for the firm to external audiences

# Principal - Leading Change

## Connects the group to the outside world

- Help people understand how meeting client needs is central to the mission and goals of the firm
- Demonstrate the ability to represent XXX to current and potential clients and to key groups outside
- Take account of the external environment to ensure that our service offerings remain relevant
- Identify opportunities for opening up new business areas (sectors and/or service lines)

## Guidance

- Inspires his/her colleagues to high levels of customer focus and responsiveness
- Is seen as an expert or "guru" on certain issues of importance to external stakeholders
- Invests time and energy in keeping up-to-date on customer needs and relevant business and economic trends
- Is trusted to represent the firm to important external individuals
- Is skilled at sharing and building on insight that draws on knowledge and awareness of the client environment and specifically trends or market dynamics that could impact them  
This includes an ability to translate this in to the value that XXX can add to the existing, evolving or future client challenge or requirement

# Grade Expectations - Principal

## Engagement Delivery

- Manages senior client relationships and is proactive in nurturing and developing these for the long term benefit of XXX
- Provides leadership to the engagement team and ensures that engagement objectives are set at the start of each engagement
- Takes ultimate responsibility for invoicing, cash and WIP on engagements
- Takes responsibility for engagement profitability

## Sales / BD

- Identifies and converts sales leads across a client firm (and not limited to where we are currently engaged where opportunities allow)
- Demonstrates an ability to lead a bid / proposal (related to an engagement, account, sector and / or service line) including understanding of the client requirements, XXX response, resourcing and commercials
- Takes responsibility for account management and / or client satisfaction
- Manages key client accounts
- Leads proposition development and is able to shape this in response to client challenges and / or market dynamics
- Has a network of client contacts at executive level and demonstrates an ability to leverage these in generating new revenue for XXX

## Internal Contribution

- Plays a key role in the leadership of a strategic account, sector, service line or quad
- Develops thought leadership as part of a strategic Marketing campaign
- Supports recruitment activity through referrals, interviewing candidates and attendance at recruitment events
- Completes ALL mandatory training

## Business Metrics

- 60% - 75% utilisation
  - Evidence of personal attributable sales of £500k +
  - 100% timesheet submission
  - Review & update XXX CV on a quarterly basis
-

# Competency Framework - Client Director

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# Client Director - Character

## Displays honesty & integrity

- Is a role model and sets a good example for his/her colleagues
- Shows greater concern for others' well-being than for his/her own
- Is fair and consistent in how he/she treats those he/she manages
- Openly discusses and resolves ambiguous, "grey area" issues so enabling ethical decisions
- Acts decisively, including saying "no" to potentially profitable but questionable opportunities
- Takes a visible, immediate stand against unethical behaviour or proposals
- Inspires and motivates people at all levels of the firm to higher standards of ethical behaviour

## Guidance

- Is a role model and sets a good example for his/her colleagues
- Shows greater concern for others' well-being than for his/her own
- Is fair and consistent in how he/she treats those he/she manages
- Openly discusses and resolves ambiguous, "grey area" issues so enabling ethical decisions
- Acts decisively, including saying "no" to potentially profitable but questionable opportunities
- Takes a visible, immediate stand against unethical behaviour or proposals
- Inspires and motivates people at all levels of the firm to higher standards of ethical behaviour

# Client Director - Personal Capability

## Technical and professional expertise

- Demonstrate an understanding of Management Consulting and the way in which XXX works with clients
- Demonstrate a rounded capability with regards to core consulting skills
- Make a significant contribution towards achieving team goals
- Use technical knowledge to help team members troubleshoot problems
- Demonstrate technical, functional, and job-specific knowledge required for engagements
- Stay up to date in the field
- Be sought out for opinions, advice, and counsel

## Guidance

- Well networked and many people seek his/her opinions on technical and professional expertise as well as trends and developments in the industry
- His/her executive judgment makes an important contribution to formal effectiveness
- Expresses complex technical issues in terms of their impact on the firm
- Takes initiative and invests time to stay up to date on relevant technical and professional expertise and industry trends
- Actively promotes the firm's achievements to key external stakeholders

## Solves problems and analyses issues

- Obtain and use accurate and relevant information as a basis for sound decisions
- Ability to analyse complex data and evaluate and make informed decisions and recommendations
- Systematically evaluate information by using a variety of proven methods and techniques
- Seeks alternative approaches to problems and encourages others to do the same

## Guidance

- Brings a strategic perspective; helps others prioritise and make decisions based on formal goals
- Is often consulted for opinions and perspectives on issues facing the industry
- Skilled at delegating and coordinating the data collection, analysis, and decision-making
- Energetic, and energizes others to solve complex problems and generate innovative solutions

# Client Director - Personal Capability

## Innovates

- Work to improve new ideas rather than discourage them and come up with creative, resourceful solutions to problems
- Build on other people's suggestions and ideas
- Constructively challenge the usual approach to doing things, and find new and better ways to do the job
- Create a culture of innovation and learning that drives individual development

## Guidance

- Helps his/her direct reports innovate and consider new approaches and ideas.
- Encourages a culture of building on and/or adapt new ideas rather than discourage them. "Is there a better way?"
- Actively facilitates a culture of learning and innovation that helps drive individual and formal development

## Learning agility

- Create a Development Plan and work hard acquiring new skills
- Seek feedback from others to improve and develop
- Make constructive efforts to change and improve based on feedback from others
- Constantly look for developmental opportunities
- Continually develop depth and breadth in key competencies
- Be a role model for self-development and embrace its value

## Guidance

- Regularly solicits feedback from others
- Creates a culture of leadership and employee development, sets an example by continually seeking to upgrade own skills and performance
- Invests time and attention in leadership and employee development (i.e., reading, coaching, industry roundtables, etc.)
- Holds others accountable for upgrading their skills and performance, encourages regular development discussions with each member of the team

# Client Director-

## Focus on Results

### Drive for results

- Do everything possible to understand what is expected and to meet goals or deadlines
- Consistently meet or exceed commitments and expectations
- Manage expectations with key stakeholders
- Build commitment in others for their individual and team objectives

### Guidance

- Does everything possible to ensure that the firm achieves its performance targets
- Communicates a clear vision of the desired end state and results expected
- Contributes to building a culture that shares credit, provides recognition and celebrates achieving extraordinary results.
- Holds direct reports accountable for their role in delivering the team's objectives
- Seeks (and provides) frequent feedback on teams ability to inspire, plan and execute, promoting an environment of continuous improvement

### Establishes stretch goals

- Maintain high standards of performance
- Generate agreement among group members on achieving stretch goals
- Build commitment with all team members on team goals and objectives
- Foster the confidence of others that goals will be achieved
- Promote an environment of continuous improvement
- Set measurable standards of excellence for themselves and others in the team

### Guidance

- Visibly works to build an understanding and commitment the firm's goals and targets
- Establishes high standards of excellence for the firm and inspires others to stretch
- Provides leadership to others on achieving the highest priority goals for the firm
- Willingly embraces stretch goals and challenging objectives
- Builds a culture that recognises and celebrates success when team members achieve stretch goals

### Takes initiative

- Be counted on to follow through on commitments
- Have the confidence to initiate action proactively
- Anticipate and respond to external threats or opportunities before they affect business performance
- Take personal responsibility for engagement performance and outcomes

### Guidance

- Demonstrates a proactive approach to forward thinking, planning and delegation
- Fosters an attitude and coaches the team to go above and beyond minimum requirements
- Nips problems in the bud: takes action and keeps the team moving forward, even in the face of obstacles
- Takes personal responsibility for outcomes, role modelling proactive behaviours

# Client Director - Focus on Results

## Makes decisions

- Make effective decisions despite short timelines and pressure
- Make decisions in a timely manner
- Make decisions and moves forward in the face of constant change
- Base decisions on what is best for the team and company rather than on personal gain
- Make difficult decisions required to implement business strategy
- Seek input and involvement from others in decision activities that may affect them
- Make timely decisions in ambiguous situations, balancing analysis with decisiveness critically and logically evaluates the costs, risks and benefits of alternatives before making decisions and/or recommendation

## Guidance

- Makes ethical decisions and says 'no' to opportunities that could compromise this despite being profitable
- Uses his/her judgement to move decisions forward in the face of constant change
- Is skilled at asking hard questions to ensure the right decisions are made
- Has the technical depth and expertise to make effective decisions
- Communicates decisions in a way that brings people on the journey with them – avoiding the risk of ambiguity or confusion - whilst proactively managing the expectations of key stakeholders
- Coaches and mentors others to prioritise and make informed decisions
- Actively encourages a culture of learning from mistakes and helps people understand where their decisions went wrong instead of creating a culture of blame
- Is trusted to make decisions that are in the best interest for the firm and team

## Takes risks

- Act quickly on low risk, high potential opportunities
- Balance risk and rewards that maximise returns whilst also protecting the organisation
- Don't be afraid to take risks necessary to achieve goals and objectives
- Show confidence in taking well reasoned risks when appropriate
- Support and recognise people who make well-reasoned decisions and take appropriate risks regardless of the outcome
- Recognise and reward people for taking well considered risks
- Take appropriate risks to drive business results
- Be willing to take risks and try new approaches

## Guidance

- Has the courage to take risks and remains focused on mitigating actions and the need to manage stakeholders
- Commits to decisions and associated risks to enable the team to move forward
- Is a trusted advisor, who others come to before taking important decisions that are high risk
- Is not afraid to move quickly to make decisions and can quickly create a plan to mitigate or overcome any risks
- Takes ethical approaches to drive business results

# Client Director - Interpersonal Skills

## Communicates powerfully and prolifically

- Communicate clearly and concisely
- Use strong writing and verbal skills to communicate to others
- Deliver effective and powerful presentations
- Help people understand how their work contributes to broader business objectives

## Guidance

- Ensures that appropriate information is promptly and appropriately communicated through the firm and with external stakeholders
- Creates a culture and reinforces standards of effective communication
- Highly skilled at tailoring messages to the appropriate audience, shares information in a way that is powerful, interesting and instructive
- Communicates insights and bring understanding to complex issues across the firm and with external bodies, including members of the media

## Inspires and motivates others to high performance

- Have a personal style that helps to positively motivate others
- Proactively support the development of our people through informal coaching and HR leadership
- Proactively develop and share knowledge and insight with colleagues
- Be recognised as a trusted advisor by clients

## Guidance

- Clearly articulates what exceptional performance looks like and regularly shares examples of where the firm has achieved them
- Inspires others to high levels of effort and performance, across the firm
- Consistently brings a high level of personal energy and enthusiasm
- Cultivates a positive can-do attitude within the team and across the firm

## Builds relationships

- Have a personal style that helps to positively motivate others
- Develop and maintain relationships
- Handle difficult situations constructively and tactfully
- Balance concern for productivity and results with sensitivity for the needs or problems of others

## Guidance

- Fosters an attitude of caring and collaboration: balances 'getting results' with a concern for people's broader needs
- Is trusted by others at all levels of the firm, and his/her opinions and counsel is valued
- Recognises and celebrates the unique strengths of his/her team
- Builds rapport easily across the firm and establishes strong, sustainable and collaborative relationships with clients, external organisations and their personal network that can be nurtured and leveraged to drive new business opportunities
- Handles difficult interpersonal situations with tact and sensitivity, communicates belief in, and positive expectations of others

# Client Director -

## Interpersonal Skills

### Develops others

- Proactively share new ideas and knowledge with others
- Act as a coach or mentor to facilitate learning from experience (new joiners and engagement teams)
- Foster a learning environment that encourages others to learn from their experience
- Find stretch engagements for individuals that require them to achieve significant but realistic goals
- Give honest and open feedback in a helpful and constructive way
- Make the tough people decisions necessary to ensure current and future success
- Willingly give challenging developmental goals
- Willingly share time to help others develop

### Guidance

- Gives regular, honest, timely and often informal feedback
- Builds a developmental culture in which individuals are encouraged to continually develop their skills and abilities
- Provides excellent coaching and acts as a mentor to others across the firm
- Seek coaching from his/her direct reports in areas where their skills are superior to his/hers
- Identifies and facilitates additional support needed by team members
- Looks for additional development opportunities to help his/her direct reports hone their leadership skills and accomplish their development objectives

### Collaboration and teamwork

- Develop cooperative working relationships with others in the firm and with joint client teams or partner organisations
- Support others to play to their strengths and contribute to the overall success of the team
- Promote a spirit of cooperation with other members of the work group
- Champion an environment that supports effective teamwork and have the trust and respect of the team
- Remove barriers to positive team performance

### Guidance

- Identifies synergies and facilitates a high level of co-operation between teams across the firm
- Helps colleagues to recognise their strengths and identify opportunities to build their capabilities
- Promotes a high level of cooperation between everyone in the team and reinforces importance of collaborative working
- Demonstrates the importance of strong collaborative relationships outside the firm and facilitates others in forming beneficial networks
- Takes a lead in resolving high level conflict within the firm

# Client Director-

## Interpersonal Skills

### Values diversity

- Encourage open discussions of problems and differences of opinions
- Build an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds
- Capitalise on diverse perspectives and talents of others in accomplishing objectives
- Value and respect others regardless of diversity, age, gender, race etc.
- Do not tolerate racist, sexist or any other inappropriate/discriminatory behaviour
- Value employees who think and act differently and he/she does
- Target a diverse range of talent for personal mentoring and development
- Actively build a climate of trust, appreciation and openness to differences in thoughts, styles and backgrounds

### Guidance

- Be open if their own ideas and perspectives are challenged
- Seek to correct behaviour that is not inclusive and treat them as learning opportunities
- Publicly praise people who demonstrate inclusive behaviours

# Client Director - Leading Change

## Develops strategic perspective

- Know how work relates to the firm's business strategy (line-of-sight connection)
- Propose and shape initiatives that become part of the firm's strategic plan
- Ensure that what we do through our sectors, service lines and quads is aligned to achieving the overall strategic goals
- Balance the short-term and long-term needs of the firm
- Demonstrate forward thinking about tomorrow's issues
- Lead business development and sales efforts to exploit the most highly leveraged business opportunities
- Set and articulate a compelling vision and strategy for the firm
- Continually communicate the highest-priority strategic initiatives to keep the leadership team focused on the right things

## Guidance

- Communicates a clear and compelling vision for the firm, with direct linkage to how the firm creates competitive advantage
- Coaches and mentors others on how to maintain a strategic client-driven perspective within their teams
- Influences the firm's strategic direction
- Ensures the objectives of own quads, sectors and service lines contribute to the firm's overall strategy
- Balances the emphasis on day-to-day deliverables and the broader business strategy
- Is well connected with sources of information about industry and economic trends, and is able to identify future strategic changes of direction for the firm
- Plays a key leadership role in business development and business winning activities
- Is fully focused on the highest priority strategic issues for the firm

## Champions change

- Encourage constructive and appropriate challenge and plays a role in shaping new ways of working
- Be champion for projects or programmes, presenting them so that others support them
- Champion internal change initiatives in a way that helps people understand, appreciate, and support them
- Be able to create a compelling case for change
- Help people to understand the relationship between change initiatives and the strategic business direction of the firm
- Communicate so others know how change will positively affect them

## Guidance

- Is a strong advocate for effective ideas, regardless of the source
- Focuses on metrics and measurement of benefits in order to demonstrate the value of implementing change
- Quickly recognises situations where change is necessary and take appropriate steps
- Champions new projects or programs, presenting them so that all employees understand and support the objectives
- Helps other overcome resistance to change through exploring their concerns and demonstrating the positive benefits
- Is an effective representative or spokesperson for the firm to external audiences

# Client Director - Leading Change

## Connects the group to the outside world

- Help people understand how meeting client needs is central to the mission and goals of the firm
- Demonstrate the ability to represent XXX to current and potential clients and to key groups outside
- Take account of the external environment to ensure that our service offerings remain relevant
- Identify opportunities for opening up new business areas (sectors and/or service lines)

## Guidance

- Inspires his/her colleagues to high levels of customer focus and responsiveness
- Is seen as an expert or "guru" on certain issues of importance to external stakeholders
- Invests time and energy in keeping up-to-date on customer needs and relevant business and economic trends
- Is trusted to represent the firm to important external individuals
- Is skilled at sharing and building on insight that draws on knowledge and awareness of the client environment and specifically trends or market dynamics that could impact them  
This includes an ability to translate this in to the value that XXX can add to the existing, evolving or future client challenge or requirement

# Grade Expectations - Client Director

## Engagement Delivery

- Leadership of teams and client engagements (including the quality assurance of client deliverables)
- Manages team to balance delivery and Business Development
- Responsible senior client engagement (developing and nurturing new and existing relationships)
- Recognised as “expert in field” by client
- Creates an environment in which the client looks to XXX for additional services and extensions of existing work

## Engagement Management

- Takes accountability for account/engagement profitability
- Ensures engagements operate in a “no surprises” environment
- Ensures that all quality assurance activities are completed (including BSC reviews, engagement close-down etc.)

## Sales / BD

- Delivers the agreed revenue targets for relevant sector, service line and / or account plans under your leadership
- Maintains a strong presence across the market through personal networks, relationships and the development of thought leadership and perspectives.
- Has personal network and sales pipeline to support sustainable revenue generation
- Takes accountability for account management / client satisfaction
- Develops opportunities with alliance / partner organisations that drive sustainable/long-term revenue for the firm
- Develops, owns and maintains Account Plans
- Leads the firm into new business areas

## Internal Contribution

- Champions knowledge sharing and knowledge management
- Well versed in wider political, business and economic issues
- Recognised as expert in sector or service line field

## People Management

- As leaders in the business, Client Directors have a broader responsibility around people management and must be role models for everything this entails

## Business Metrics

- Leads a sector, significant sub-sector or service line
- Evidence of personal attributable sales of £2m (>50% GM) as per sector service line / account plans
- Personal utilisation >40% (this may be offset when generating significant additional sales over £2m)
- 100% timesheet submission
- Review & update XXX CV on a quarterly basis

# Competency Framework - Partner

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# Partner - Character

## Displays honesty & integrity

- Is a role model and sets a good example for his/her colleagues
- Shows greater concern for others' well-being than for his/her own
- Is fair and consistent in how he/she treats those he/she manages
- Openly discusses and resolves ambiguous, "grey area" issues so enabling ethical decisions
- Acts decisively, including saying "no" to potentially profitable but questionable opportunities
- Takes a visible, immediate stand against unethical behaviour or proposals
- Inspires and motivates people at all levels of the firm to higher standards of ethical behaviour

## Guidance

- Is a role model and sets a good example for his/her colleagues
- Shows greater concern for others' well-being than for his/her own
- Is fair and consistent in how he/she treats those he/she manages
- Openly discusses and resolves ambiguous, "grey area" issues so enabling ethical decisions
- Acts decisively, including saying "no" to potentially profitable but questionable opportunities
- Takes a visible, immediate stand against unethical behaviour or proposals
- Inspires and motivates people at all levels of the firm to higher standards of ethical behaviour

# Partner -

## Personal Capability

### Technical and professional expertise

- Demonstrate an understanding of Management Consulting and the way in which XXX works with clients
- Demonstrate a rounded capability with regards to core consulting skills
- Make a significant contribution towards achieving team goals
- Use technical knowledge to help team members troubleshoot problems
- Demonstrate technical, functional, and job-specific knowledge required for engagements
- Stay up to date in the field
- Be sought out for opinions, advice, and counsel

### Guidance

- Well networked and many people seek his/her opinions on technical and professional expertise as well as trends and developments in the industry
- His/her executive judgment makes an important contribution to formal effectiveness
- Expresses complex technical issues in terms of their impact on the firm
- Takes initiative and invests time to stay up to date on relevant technical and professional expertise and industry trends
- Actively promotes the firm's achievements to key external stakeholders

### Solves problems and analyses issues

- Obtain and use accurate and relevant information as a basis for sound decisions
- Ability to analyse complex data and evaluate and make informed decisions and recommendations
- Systematically evaluate information by using a variety of proven methods and techniques
- Seeks alternative approaches to problems and encourages others to do the same

### Guidance

- Brings a strategic perspective; helps others prioritise and make decisions based on formal goals
- Is often consulted for opinions and perspectives on issues facing the industry
- Skilled at delegating and coordinating the data collection, analysis, and decision-making
- Energetic, and energizes others to solve complex problems and generate innovative solutions

# Partner - Personal Capability

## Innovates

- Work to improve new ideas rather than discourage them and come up with creative, resourceful solutions to problems
- Build on other people's suggestions and ideas
- Constructively challenge the usual approach to doing things, and find new and better ways to do the job
- Create a culture of innovation and learning that drives individual development

## Guidance

- Helps his/her direct reports innovate and consider new approaches and ideas
- Encourages a culture of building on and/or adapt new ideas rather than discourage them. "Is there a better way?"
- Actively facilitates a culture of learning and innovation that helps drive individual and formal development.

## Learning agility

- Create a Development Plan and work hard acquiring new skills
- Seek feedback from others to improve and develop
- Make constructive efforts to change and improve based on feedback from others
- Constantly look for developmental opportunities
- Continually develop depth and breadth in key competencies
- Be a role model for self-development and embrace its value

## Guidance

- Regularly solicits feedback from others
- Creates a culture of leadership and employee development, sets an example by continually seeking to upgrade own skills and performance
- Invests time and attention in leadership and employee development (i.e., reading, coaching, industry roundtables, etc.)
- Holds others accountable for upgrading their skills and performance, encourages regular development discussions with each member of the team

# Partner -

## Focus on Results

### Drive for results

- Do everything possible to understand what is expected and to meet goals or deadlines
- Consistently meet or exceed commitments and expectations
- Manage expectations with key stakeholders
- Build commitment in others for their individual and team objectives

### Guidance

- Does everything possible to ensure that the firm achieves its performance targets
- Communicates a clear vision of the desired end state and results expected
- Contributes to building a culture that shares credit, provides recognition and celebrates achieving extraordinary results
- Holds direct reports accountable for their role in delivering the team's objectives
- Seeks (and provides) frequent feedback on teams ability to inspire, plan and execute, promoting an environment of continuous improvement

### Establishes stretch goals

- Maintain high standards of performance
- Generate agreement among group members on achieving stretch goals
- Build commitment with all team members on team goals and objectives
- Foster the confidence of others that goals will be achieved
- Promote an environment of continuous improvement
- Set measurable standards of excellence for themselves and others in the team

### Guidance

- Visibly works to build an understanding and commitment the firm's goals and targets
- Establishes high standards of excellence for the firm and inspires others to stretch
- Provides leadership to others on achieving the highest priority goals for the firm
- Willingly embraces stretch goals and challenging objectives
- Builds a culture that recognises and celebrates success when team members achieve stretch goals

### Takes initiative

- Be counted on to follow through on commitments
- Have the confidence to initiate action proactively
- Anticipate and respond to external threats or opportunities before they affect business performance
- Take personal responsibility for engagement performance and outcomes

### Guidance

- Demonstrates a proactive approach to forward thinking, planning and delegation
- Fosters an attitude and coaches the team to go above and beyond minimum requirements
- Nips problems in the bud: takes action and keeps the team moving forward, even in the face of obstacles
- Takes personal responsibility for outcomes, role modelling proactive behaviours

# Partner -

## Focus on Results

### Makes decisions

- Make effective decisions despite short timelines and pressure
- Make decisions in a timely manner
- Make decisions and moves forward in the face of constant change
- Base decisions on what is best for the team and company rather than on personal gain
- Make difficult decisions required to implement business strategy
- Seek input and involvement from others in decision activities that may affect them
- Make timely decisions in ambiguous situations, balancing analysis with decisiveness critically and logically evaluates the costs, risks and benefits of alternatives before making decisions and/or recommendation

### Guidance

- Makes ethical decisions and says 'no' to opportunities that could compromise this despite being profitable
- Has the courage to make decisions that might not always be clear, meaning these can sometimes be unpopular or painful
- Challenges decisions in a balanced and constructive way before they are made
- Holds people accountable for the decisions they make
- Provides coaching to others, to help them make decisions even when they might be difficult, under time constraints and /or under pressure
- Takes personal responsibility for the outcome of decisions and role models behaviours
- Brings a strategic perspective which helps other prioritise and make decisions
- Acts as a mentor or coach to others in the firm, helping them find solutions and make the right decisions

### Takes risks

- Act quickly on low risk, high potential opportunities
- Balance risk and rewards that maximise returns whilst also protecting the organisation
- Don't be afraid to take risks necessary to achieve goals and objectives
- Show confidence in taking well reasoned risks when appropriate
- Support and recognise people who make well-reasoned decisions and take appropriate risks regardless of the outcome
- Recognise and reward people for taking well considered risks
- Take appropriate risks to drive business results
- Be willing to take risks and try new approaches

### Guidance

- Makes considered decisions based on the strategic objectives of the firm
- Inspires others to have the confidence in decisions made
- Balances risks and rewards bringing people with them and protecting the interest of the business
- Supports and recognises people who take well-reasoned decisions
- Ensures all decisions taken within the firm are ethical

# Partner -

## Interpersonal Skills

### Communicates powerfully and prolifically

- Communicate clearly and concisely
- Use strong writing and verbal skills to communicate to others
- Deliver effective and powerful presentations
- Help people understand how their work contributes to broader business objectives

### Guidance

- Ensures that appropriate information is promptly and appropriately communicated through the firm and with external stakeholders
- Creates a culture and reinforces standards of effective communication
- Highly skilled at tailoring messages to the appropriate audience, shares information in a way that is powerful, interesting and instructive
- Communicates insights and bring understanding to complex issues across the firm and with external bodies, including members of the media

### Inspires and motivates others to high performance

- Have a personal style that helps to positively motivate others
- Proactively support the development of our people through informal coaching and Talent Leadership
- Proactively develop and share knowledge and insight with colleagues
- Be recognised as a trusted advisor by clients

### Guidance

- Clearly articulates what exceptional performance looks like and regularly shares examples of where the firm has achieved them
- Inspires others to high levels of effort and performance, across the firm
- Consistently brings a high level of personal energy and enthusiasm
- Cultivates a positive can-do attitude within the team and across the firm

### Builds relationships

- Have a personal style that helps to positively motivate others
- Develop and maintain relationships
- Handle difficult situations constructively and tactfully
- Balance concern for productivity and results with sensitivity for the needs or problems of others

### Guidance

- Fosters an attitude of caring and collaboration: balances 'getting results' with a concern for people's broader needs
- Is trusted by others at all levels of the firm, and his/her opinions and counsel is valued
- Recognises and celebrates the unique strengths of his/her team
- Builds rapport easily across the firm and establishes strong, sustainable and collaborative relationships with clients, external organisations and their personal network that can be nurtured and leveraged to drive new business opportunities
- Handles difficult interpersonal situations with tact and sensitivity, communicates belief in, and positive expectations of others

# Partner -

## Interpersonal Skills

### Develops others

- Proactively share new ideas and knowledge with others
- Act as a coach or mentor to facilitate learning from experience (new joiners and engagement teams)
- Foster a learning environment that encourages others to learn from their experience
- Find stretch engagements for individuals that require them to achieve significant but realistic goals
- Give honest and open feedback in a helpful and constructive way
- Make the tough people decisions necessary to ensure current and future success
- Willingly give challenging developmental goals
- Willingly share time to help others develop

### Guidance

- Gives regular, honest, timely and often informal feedback
- Builds a developmental culture in which individuals are encouraged to continually develop their skills and abilities
- Provides excellent coaching and acts as a mentor to others across the firm
- Seek coaching from his/her direct reports in areas where their skills are superior to his/hers
- Identifies and facilitates additional support needed by team members
- Looks for additional development opportunities to help his/her direct reports hone their leadership skills and accomplish their development objectives

### Collaboration and teamwork

- Develop cooperative working relationships with others in the firm and with joint client teams or partner organisations
- Support others to play to their strengths and contribute to the overall success of the team
- Promote a spirit of cooperation with other members of the work group
- Champion an environment that supports effective teamwork and have the trust and respect of the team
- Remove barriers to positive team performance

### Guidance

- Identifies synergies and facilitates a high level of co-operation between teams across the firm
- Helps colleagues to recognise their strengths and identify opportunities to build their capabilities
- Promotes a high level of cooperation between everyone in the team and reinforces importance of collaborative working
- Demonstrates the importance of strong collaborative relationships outside the firm and facilitates others in forming beneficial networks
- Takes a lead in resolving high level conflict within the firm

# Partner -

## Interpersonal Skills

### Values diversity

- Encourage open discussions of problems and differences of opinions
- Build an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds
- Capitalise on diverse perspectives and talents of others in accomplishing objectives
- Value and respect others regardless of diversity, age, gender, race etc.
- Do not tolerate racist, sexist or any other inappropriate/discriminatory behaviour
- Value employees who think and act differently and he/she does
- Target a diverse range of talent for personal mentoring and development
- Actively build a climate of trust, appreciation and openness to differences in thoughts, styles and backgrounds

### Guidance

- Is trusted unequivocally in encouraging and supporting diversity in everything that we do as a firm
- Is both assertive and proactive in addressing behaviours that could compromise diversity
- Is ambitious and committed to stretching goals when it comes to diversity and inclusion

# Partner -

## Leading Change

### Develops strategic perspective

- Know how work relates to the firm's business strategy (line-of-sight connection)
- Propose and shape initiatives that become part of the firm's strategic plan
- Ensure that what we do through our sectors, service lines and quads is aligned to achieving the overall strategic goals
- Balance the short-term and long-term needs of the firm
- Demonstrate forward thinking about tomorrow's issues
- Lead business development and sales efforts to exploit the most highly leveraged business opportunities
- Set and articulate a compelling vision and strategy for the firm
- Continually communicate the highest-priority strategic initiatives to keep the leadership team focused on the right things

### Guidance

- Communicates a clear and compelling vision for the firm, with direct linkage to how the firm creates competitive advantage
- Coaches and mentors others on how to maintain a strategic client-driven perspective within their teams
- Ensures the objectives of quads, sectors and service lines contribute to the firm's overall strategy
- Is well connected with sources of information about industry and economic trends, and is able to identify future strategic changes of direction for the firm
- Leads business development and business winning activities
- Is fully focused on the highest priority strategic issues for the firm
- Influences strategic discussions and decisions for the entire firm
- Sets up systems to provide customer satisfaction data to everyone in the firm
- Demonstrates business acumen; makes decisions based on what will differentiate the firm in the marketplace.
- Communicates strategy as an ever-changing, evolving process; does not allow the firm to "rest on its laurels"
- Has the ability to look out at the future and anticipate trends

### Champions change

- Encourage constructive and appropriate challenge and plays a role in shaping new ways of working
- Be champion for projects or programmes, presenting them so that others support them
- Champion internal change initiatives in a way that helps people understand, appreciate, and support them
- Be able to create a compelling case for change
- Help people to understand the relationship between change initiatives and the strategic business direction of the firm
- Communicate so others know how change will positively affect them

### Guidance

- Is a strong advocate for effective ideas, regardless of the source
- Focuses on metrics and measurement of benefits in order to demonstrate the value of implementing change
- Quickly recognises situations where change is necessary and take appropriate steps
- Champions new projects or programs, presenting them so that all employees understand and support the objectives
- Helps other overcome resistance to change through exploring their concerns and demonstrating the positive benefits
- Is an effective representative or spokesperson for the firm to external audiences

# Partner - Leading Change

## Connects the group to the outside world

- Help people understand how meeting client needs is central to the mission and goals of the firm
- Demonstrate the ability to represent XXX to current and potential clients and to key groups outside
- Take account of the external environment to ensure that our service offerings remain relevant
- Identify opportunities for opening up new business areas (sectors and/or service lines)

## Guidance

- Inspires his/her colleagues to high levels of customer focus and responsiveness
- Is seen as an expert or "guru" on certain issues of importance to external stakeholders
- Invests time and energy in keeping up-to-date on customer needs and relevant business and economic trends
- Is trusted to represent the firm to important external individuals
- Is skilled at sharing and building on insight that draws on knowledge and awareness of the client environment and specifically trends or market dynamics that could impact them  
This includes an ability to translate this in to the value that XXX can add to the existing, evolving or future client challenge or requirement

# Grade Expectations - Partner

## Engagement Delivery

- Anticipates client needs well beyond current engagements, adding to the client's business results
- Has relationships at C-suite level and able to bring together cross-sector experience to shape new opportunities and deal with complex and / or difficult situations
- Achieves high level of credibility and influence with key decisions makers through application of own specialist knowledge and business knowledge to deliver significant benefits
- Resolves major issues involving a number of related problems, using the full range of thinking skills, analysis and synthesis developing and testing coherent solutions
- Shows courage in taking decisions when sound problem analysis and judgement processes provide no obvious solution
- Shows courage and flair, winning support from others in taking and implementing decisions
- Seen as a 'trusted advisor' and is able to leverage this in shaping a XXX response to complex client challenges
- Knows when and what to say to clients, challenging their views where necessary and when appropriate
- Enables Engagement Leads to build and develop teams, and to ensure delivery performance remains at a consistently high level

## Sales / BD

- Sponsors strategic or significant internal initiatives (Incl. Barometer Survey)
  - Develops thought leadership and is proactive in enhancing the XXX brand through PR (articles, comments and speaking events)
  - Has network of client contacts at Executive / C-Suite level across multiple sectors
  - Leads significant BD opportunities and provides strategic direction on proposals selling a variety of work to managed account clients
  - Leads in both Hunting and Farming sales
  - Demonstrates comprehensive knowledge of XXX services, capabilities and sector insights to sell major assignments
  - Develops commercial proposition and negotiates commercials with clients
  - Identifies and creates solutions that will create value and grow the firm
  - Sponsors significant and strategic sales initiatives including campaigns and events
  - Demonstrates deep sector insight to build credibility at the most senior levels of client organisations
  - Sought out by clients for experience, expertise and proven ability to deliver value
  - Joins up the dots' for client organisations through proactive networking and bringing together clients facing similar challenges, for the benefit of both XXX and client organisations themselves
-

# Grade Expectations - Partner

## Internal Contribution

- Provides leadership & challenge for multiple sectors / accounts ensuring a balance of strategic & operational focus
- Leads cross XXX initiatives that support the sustainable growth of the firm
- Makes informed strategic decisions based on long term benefit to XXX
- Plays a significant role in the Executive leadership of the firm including Executive Board responsibilities
- Shapes long-term strategy and ensures that growth is underpinned with the very best delivery capability and the right external relationships incl. alliance / partner relationships
- Demonstrates knowledge and understanding of current and evolving market conditions from an economic, sector and individual client perspective
- Makes complex decisions for the long-term health of the firm
- Balances the multiple and diverse needs of the firm ensure that growth across multiple sectors is supported
- Provides leadership, coaching and direct interventions to consultants of all grades

## Business Metrics

### Business Case:

- Leading £5m + revenue across one or more sectors - taking full accountability of deliverables, bids and financial performance
- Evidence of personal attributable sales of £3m + as per sector / service line / account plans
- Succession plan in place
- Ability and track record to drive existing and / or new capabilities that would leverage the experience and capability of the broader group

### Personal Case:

- Strong and consistent feedback as part of the Leadership Development Programme through the ZF 360 feedback tool
- Regarded by others as an Extraordinary Leader and someone that people will follow – a minimum of five competencies at the 90th percentile
- Ability to play an active role as a Board member and member of the Executive Team

# Appendix

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# Leadership insights

In the first addition of the competency framework we presented 20 insights but with the additional research the number has nearly doubled with 33 insights.

## I Overview of insights

### 1. Great Leaders make a huge difference

There is a huge difference between top performers and average performers. For example, a high performer working on a complex job is 127% more productive than an average performer.

### 2. One organisation can have many great leaders

Greatness should be defined rather than having people being compared against others. There is no reason why half the leaders within an organisation could not be great. Great Leadership should not be a competitive activity and one persons success should not distract from another's.

### 3. We have been aiming too low

We have not set our sights on getting people to become outstanding leaders. The more great leaders an organisation develops, the more it will become an outstanding organisation.

### 4. Improved leadership leads to increased performance outcomes

Better leaders generate better results.

### 5. Great leadership consists of possessing several 'building blocks' of capabilities, each complementing the others

Possessing only one competency as a strength at the 90th percentile would not be rated at the 90th percentile in terms of overall leadership effectiveness.

### 6. Leadership culminates in implementing change

Leadership involves change and the highest level of change is guiding an organisation through a new strategic direction, changing its culture, or changing its fundamental business model.

### 7. Some competencies differentiate extraordinary leaders from those who are not

If people seek to be perceived as great, it is important to know which competencies make a difference. Zenger Folkman identified the 19 competencies that actually separate the top 10% of all leaders from the rest.

### 8. Leadership competencies are linked closely together

Becoming good at one competency appears to make people better at another. This is the cross-training effect.

### 9. Effective Leaders have widely different personal styles

Effective leadership is incredibly complex and diverse. Providing one simple key to leadership is just not workable.

### 10. Effective leadership practices are specific to an organisation

Leaders must fit the organisation. And leadership always occurs in context.

### 11. Strengths practiced at a high level do not become weaknesses

Genuine strengths cannot be practiced in excess.

# Leadership insights

## I Overview of insights

### **12. One key of developing great leadership is to build strengths**

Great leaders are not defined by the absence of weakness but rather by the presence of clear strengths.

### **13. Powerful combinations produce nearly exponential results**

A combination of competencies is key to being highly effective.

### **14. Greatness is not caused by the absence of weakness**

In the absence of profound weaknesses combined with the absence of any profound strengths commits you to being no better than average.

### **15. Great leaders are not perceived as having major weaknesses**

Leaders that are seen to be highly effective are often not seen as having any fatal flaws.

### **16. Fatal flaws must be fixed**

Although our focus is developing strengths, there are some circumstances when focusing on weaknesses is warranted.

### **17. Leadership attributes are often developed in nonobvious ways**

Linear development moves people from bad to neutral whereas companion behaviours or non-linear development move people from good to excellent.

### **18. Leaders are made not born**

Zenger Folkman strongly believe leaders are made.

### **19. A Leader's self development requires a deliberate plan**

Most leaders have no plan on how to improve leadership effectiveness.

### **20. Leaders can improve their leadership effectiveness through self development**

10% of leaders have a development plan to which they give regular attention to.

### **21. Leaders must take responsibility for their own development**

Leaders must own their development if it is going to occur. Leadership improvement is at the gift of the individual to drive with Talent Leads playing a supporting role.

### **22. Organisation can provide significant assistance in developing leadership**

It is important for organisations to grow and develop their people incorporating this into their culture.

### **23. Organisations are waiting far too long to begin developing leadership skills**

The average manager leads a function for ten years without any formal development.

### **24. Leadership is needed and occurs at all levels throughout the organisation**

Behaviours and thought processes of effective leadership permeates the entire organisation.

# Leadership insights

## I Overview of insights

### **25. Optimum leadership behaviour is remarkably similar at all levels of an organisation**

The main exception is strategic thinking and championing change. As at the more senior grades leaders are expected to do this more adeptly and those in middle management positions.

### **26. Filling an organisations leadership pipeline demands scale**

Filling the pipeline demands requires investment in leadership development.

### **27. Leadership effectiveness is highly contagious**

Exceptional leaders tend to also raise the bar for all those around them.

### **28. Leadership effectiveness in an organisation seldom exceeds that of the person at the top**

Scores of leaders in an organisation rarely exceeded the most senior leader.

### **29. Effective leadership development requires integration with regular job duties**

Nobody need to wait until they get promoted to be practicing the capabilities of a good leader.

### **30. One key to effective development is frequent and long term sustainment activities**

Sustained activities include lunch and learns, articles, coaching conversations. Without meaningful sustained activities change is much more likely to occur.

### **31. Women are better leaders than men**

Of the 16 competencies that have historically been measured women score significantly better on 13 of them.

### **32. Effective leadership development demands measurement**

Multi-rater feedback or 360-degree feedback, is a valid method of establishing a base line measurement, whilst it also providing the opportunity in the future to verify whether an individual is making positive changes to their behaviour.

### **33. The medium is by which leadership is practiced is communication**

An important part of communication involves a leader to be able to ask questions and listen to the answers of others.

# Business Development Guidance

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There are a number of ways in which people are able to contribute to sales and business development across the different consulting grades in XXX. This guidance is intended to help people understand how they meet the expectations commensurate with a VG rating from a POS perspective and specifically with regard to sales and business development. It is not intended to be a checklist and people are encouraged to work with their Talent Lead to think about SMART objectives in respect of their personal objectives.

POS objectives are set at a level that reflects what is expected to get a very good (VG) performance rating. An excellent (E) rating is considered where there has been significant, consistent and demonstrable performance over and above the POS objectives and specifically from a sales / BD and engagement delivery perspective.

# BD Guidance - Junior Consultant

- Contributes to BD through supporting bids and proposals (related to an engagement, account, sector and / or service line).

## Business Metrics

- 80 – 85% utilisation
- 100% timesheet submission
- Review & update XXX CV on a quarterly basis

## Engagement specific activities

### Evidence of capability

Supporting the development and execution of an engagement Account Development Plan (ADP)

Supporting the Engagement Management Tool (EMT)

Supporting Account Lead and other members of the team to hold discussions with clients around future opportunities

Presenting back to senior internal XXX stakeholders

Sharing your knowledge and insight from client engagements

Connecting / engaging with current and prospective clients

Building and maintaining a network on your client account

Continuation of role on current account

Supporting completion of the Service Realisation Tracker

### Examples

Conducting research on the client recognising their strategic plan and providing market insights, and/or supporting an Engagement Lead with the account action plan

#### Link to ADP template

Supporting your Engagement Lead to develop the tool, profiling account resources, and/or monitoring burn rates, profitability and expenses against the planned profile

#### Link to EMT

#### How to use the EMT

This might involve attending client/XXX meetings and preparing material to support discussions. This may also involve recognising where a client presents a challenge that XXX can support, and passing this on to respective leads

This may involve presenting on the “account status” as part of the consulting team in order to highlight the key headlines and progress

This may involve sharing relevant information from an engagement around a client need or challenge. Alternatively, it could involve introducing people from your personal network who may have an interest in, or need for, XXX services.

This would include understanding peoples’ roles and responsibilities, connecting on LinkedIn, staying in touch post the project and nurturing relationships. It could also involve inviting people to XXX events and sharing perspectives / thought leadership with them.

Securing an extension of role (where possible and appropriate to do so)

For example: writing a case study, updating the KM engagements library

## Sector and Service Line activities

### Evidence of capability

### Examples

Contributing to XXX Sector meetings

Actively contributing to discussions regarding account development, potential opportunities and providing client/market insights

Supporting the development of the overall Sector or Service Line plan

This might involve coordinating meetings and supporting discussions on strategic direction for the Sector/Service Line, maintaining opportunities and contacts in Salesforce

Writing a thought leadership perspective or 'blog' on a Sector/Service Line specific topic

Writing or contributing to a Sector/Service Line perspective

Supporting the delivery of an internal sector event

Supporting the delivery of a breakfast seminar or event

## Other Business Development roles

Joining the BD Quad

Developing BD training or tools.  
Running XXX Quality processes

Joining the Marketing Quad

Owning an activity, such as supporting the development of the Barometer on Change or working with your sector or service line to contribute to a campaign

Becoming a BD Quad JC/C "Champion"

Supporting other Junior Consultants to understand their BD responsibilities in XXX

# BD Guidance - Consultant

- Contributes to BD through supporting bids and proposals (related to an engagement, account, sector and / or service line)
- Consultant grades should take pro-active steps to develop their personal network, recognising where opportunities may present themselves, supporting senior leaders to convert these into opportunities, where appropriate

## Business Metrics

- 80 – 85% utilisation
- 100% timesheet submission
- Review & update XXX CV on a quarterly basis

## Engagement specific activities

### Evidence of capability

Support the development and execution of a client engagement Account Development plan (ADP)

Supporting the Engagement Management Tool (EMT)

Supporting Account Lead to hold discussions with clients around future opportunities

Presenting back to senior internal XXX stakeholders

Sharing your knowledge and insight from client engagements

Connecting / engaging with current and prospective clients

### Examples

Conducting research on the client recognising their strategic plan or providing market insights, and/or supporting an Engagement Lead with the account action plan, taking the lead in owning one or more aspects of the plan

#### Link to ADP template

Supporting your Engagement Lead to develop the tool, profiling account resources, or monitoring burn rates, profitability, and expenses against the plan. Taking the initiative to reprofile resourcing where annual leave or sick leave may have occurred. Recognising where there may be opportunities to extend or bring on additional resourcing based on remaining billable days

#### Link to EMT How to use the EMT

This might involve attending client/XXX meetings and preparing material to support discussions.

This may also involve recognising where a client presents a challenge that XXX can support and passing this on to respective leads. Consultants are also expected to (where requested and required) directly support client discussions, taking the lead on certain aspects of conversations

This may involve presenting on the "account status" as part of the consulting team in order to inform on engagement highlights and progress. Developing opinions and views on an account in order to support senior leads and inform very next steps with regards to possible extensions and further opportunities

This may involve sharing relevant information from an engagement around a client need or challenge. Alternatively, it could involve introducing people from your personal network who may have an interest in, or need for, XXX services

Consultants should also be building their personal network – this might involve attending industry wide (or market/sector specific) events, or engaging with clients outside the direct engagement environment

Building and maintaining a network on engagements and with clients that you have previously worked with

This would include understanding peoples' roles and responsibilities, connecting on LinkedIn, staying in touch post the project, as relevant

It could also involve inviting people to XXX events and sharing perspectives / thought leadership with them.

Continuation of role on current account

Securing extension of role (where possible and appropriate to do so)

Supporting completion of the Service Realisation Tracker

For example, writing a case study, updating the KM engagements library

## Sector and Service Line activities

### Evidence of capability

### Examples

Attending XXX Sector meetings

Actively contributing to discussions regarding account development and potential opportunities, taking the lead on research and development of current or prospective opportunities

Supporting the development of the overall Sector or Service Line Plan

This might involve providing strategic and market insights to the Sector or Service Line to support discussions and interactions with clients and potential clients

Writing a thought leadership perspective or 'blog' on a Sector/Service Line specific topic

Writing one or more insights and/or perspectives for the service line. Forming an opinion and taking an interest on a subject

Supporting the delivery of an internal sector event

Directly support the delivery of a breakfast seminar or event. Taking the lead on key aspects of the events, supporting the business deliver high quality and impactful seminars

## Other Business Development roles

Joining and contributing to the BD Quad

Developing ideas and tools for BD which support everybody contribute to BD activities in the business.

Contributing to, running and monitoring the various processes that support the 'Quality' agenda in the business, to ensure high standards for our clients and ultimately our ISO compliance

Joining the Marketing Quad

Owning an activity, such as supporting the development of the Barometer on Change

Becoming a BD Quad JC / C "Champion"

Supporting consultants to understand their BD potential in XXX

Supporting BD sessions in the firm to ensure everyone can realise their potential and understand how they can contribute to the success of XXX. Provide clarity to JCs and Cs on how people can achieve a "VG" grade for BD contribution

# BD Guidance - Senior Consultant

- Identifies new opportunities and plays a significant contribution to shaping the opportunity and positioning XXX in the right way (in support of the relevant Engagement / Account / Sector / Service Line Lead)
- Significant contribution to the development of Breakfast Seminars / Marketing Campaigns / Thought Leadership

## Business Metrics

- 80 – 85% utilisation
- 100% timesheet submission
- Review & update XXX CV on a quarterly basis

## Engagement specific activities

### Evidence of capability

Identifying new opportunities and significantly contributing to shaping the opportunity and positioning XXX in support of the relevant Engagement / Account / Sector / Service Line leads

Developing a detailed understanding of the current priorities and needs and how these could evolve going forward

Supporting Account Lead to hold discussions with clients around future opportunities

### Examples

This may take the form of identifying opportunities within current client account, or from personal external contacts and developing the relationship and opportunity

Identifies new opportunities and plays a significant contribution to shaping the opportunity and positioning XXX in support of the relevant Engagement / Account / Sector / Service Line leads

This may take the form of maintaining the EMT, checking that the Information Security Checklist is being maintained, keeping engagement folders updated, completing the quarterly SRT - including updating the KM engagements library - or owning the Account Development Plan (ADP) and ensuring it remains relevant, up to date and available

## Sector and Service Line activities

### Evidence of capability

Significant contribution to the development of Breakfast Seminars / Marketing Campaigns / Thought Leadership

Proactively contributing to Knowledge Management

### Examples

This might involve leading people to develop and execute client breakfast seminars, or supporting / co-writing thought leadership articles

This may involve supporting the engagement lead by writing a case study to showcase XXX capabilities demonstrated on the client engagement and ensuring this is stored and tagged in the relevant places – SharePoint and the KM engagements library.

Case Studies should clearly highlight the tangible and measurable difference XXX made with a client

## Other Business Development roles

Actively getting involved in Business Development Quad activities

This might involve organising and running a breakfast seminar, marketing campaign, or writing a piece of thought leadership to demonstrate XXX capabilities

# BD Guidance - Manager

- Personal attributable sales of up to £250k per financial year
- Consistently identifies new opportunities and plays a significant contribution in leading and / or shaping the opportunity and positioning XXX in the right way
- Demonstrates an ability to lead significant parts of a bid / proposal (related to an engagement, account, service line and / or sector)
- Demonstrates an ability to leverage existing relationships across previous, existing and new clients

## Business Metrics

- 80% utilisation
- Evidence of personal attributable sales of up to £250k
- 100% timesheet submission
- Review & update XXX CV on a quarterly basis

At the Manager grade Sales Bonus is awarded by exception. The only likely scenario to trigger a sales bonus is when a new contact is introduced to XXX that leads to direct revenue generation

## Engagement specific activities

### Evidence of capability

Leading an engagement, maintaining the client relationship, and recognising new opportunities to support the client and new or extended work

Supporting colleagues, as part of a client engagement team, to maintain high levels of performance and provide opportunities to lead and extend their responsibilities

Account and new opportunity development

### Examples

This will involve owning the ADP, EMT and supporting people in their delivery

This may involve supporting training, providing shadowing opportunities in more senior stakeholder meetings and the opportunity for wider leadership roles within an engagement

Generation of an extension, which leads to identifiable revenue generation

Generation of an extension, which leads to the significant growth of team, contributing to an identifiable revenue of up to £250k p.a.

Introduces number of new contacts in to the business, which leads to identifiable revenue generation contributing up to £250k revenue p.a.

Significant role in coordinating Pitch team leading to identifiable revenue generation

## Sector and Service Line activities

### Evidence of capability

Consistently identifying new opportunities and playing a significant contribution in leading and/or shaping the opportunity and positioning XXX

Demonstrating an ability to lead significant parts of a bid / proposal (related to an engagement, account, Service Line and / or Sector)

Demonstrating an ability to maintain and leverage existing relationships across previous, existing and new clients

Supporting or leading proposition development and shaping these to reflect client challenges and/ or market dynamics

Maintaining up to date records for all opportunities in Salesforce

### Examples

This may take the form of identifying a need within a client for support and setting up an introductory meeting with a relevant XXX lead

Maintains contact with former clients and contacts using LinkedIn; sharing relevant thought leadership and inviting them to the key XXX events eg. Annual Barometer

Maintains contact with former clients and contacts using LinkedIn; sharing relevant thought leadership and inviting them to the key XXX events eg. Annual Barometer

Lead a proposition, providing direction on how to meet market needs and when required, taking this to potential clients. Ensure these are stored on the relevant systems to be shared with the wider firm

## Other Business Development roles

### Evidence of capability

Leading a Quad or significant BD activity / event (eg. Marketing, BD, Annual Barometer etc.)

### Examples

Lead a Quad, working alongside the aligned Partner to deliver initiatives into the business to support and empower Business Development throughout XXX

# BD Guidance - Principal

- Personal attributable sales of £500k+ per financial year
- Identifies and converts sales leads across a client firm (and not limited to where we are currently engaged where opportunities allow)
- Demonstrates an ability to lead a bid / proposal (related to an engagement, account, sector and / or service line) including understanding of the client requirements, XXX response, resourcing and commercials
- Takes responsibility for account management and / or client satisfaction
- Manages key client accounts
- Leads proposition development and is able to shape this in response to client challenges and / or market dynamics
- Has a network of client contacts at executive level and demonstrates an ability to leverage these in generating new revenue for XXX

## Business Metrics

- 60% - 75% utilisation
- Evidence of personal attributable sales of £500k +
- 100% timesheet submission
- Review & update XXX CV on a quarterly basis

## Engagement specific activities

### Evidence of capability

Taking responsibility for account management and / or client satisfaction

Managing key client accounts

Account and new opportunity development

Supporting colleagues, as part of a client engagement team, to maintain high levels of performance and provide opportunities to lead and extend their responsibilities

### Examples

Acts as the main point of contact for the client being responsible for delivery and the key interactions, and satisfaction with XXX

Develops, owns and maintains the Account Development Plans (ADPs)

Responsible for implementing the ADP at key clients

Generation of an extension, which leads to identifiable revenue generation

Generation of an extension, which leads to the significant growth of team contributing to identifiable revenue of £500k+ p.a.

Introduces number of new contacts in to the business, which leads to identifiable revenue generation contributing to £500k+ p.a.

Leads a Pitch team leading to identifiable revenue generation

This may involve supporting training, providing shadowing opportunities in more senior stakeholder meetings and the opportunity for wider leadership roles within an engagement

## Sector and Service Line activities

### Evidence of capability

Identifying and converting sales leads across a client firm (not limited to where we are currently engaged where opportunities allow)

Demonstrating an ability to lead a bid / proposal, including understanding of the client requirements, XXX response, resourcing and commercials

Leading proposition development with the ability to shape this in response to client challenges and / or market dynamics

Connecting different Service Lines and Sectors with complementary skills and collateral

### Examples

Following an introduction, takes the lead in developing an opportunity

Generates BD meetings either within an account or externally, which lead to identifiable revenue generation contributing to £500k+ p.a

Leads a bid from start to finish including defining the initial SCQA, XXX approach, commercials and team. Ensure outputs are uploaded to the relevant KM systems for future use

Leads a proposition, providing direction on how to meet market needs and when required, taking this to potential clients. Ensure these are stored on the relevant systems to be shared with the wider firm

Recognising where we can cater for a current or future client utilising our capabilities across multiple service lines. Ensure relevant skills (tags) are accessible on the Hub and collateral is highlighted for use by the wider firm

## Other Business Development roles

### Evidence of capability

Has a network of client contacts at executive level and demonstrates an ability to leverage these in generating new revenue for XXX

### Examples

Maintains a network of clients, colleagues and other contacts and maintains a relationship to understand their priorities and develop BD opportunities

Uses LinkedIn to share thought leadership and track where contacts are working

Ensures all contact lists are kept up to date on Salesforce